Canada Border Services Agency | Agence des services frontaliers du Canada

Contract No. / Nº du contrat : 2019001469

Purchasing Office — Bureau des Achats :

Canada Border Services Agency
Agence des services frontaliers du Canada
355 North River Road - 355 ch. River nord
17th Floor - 17ieme étage
Ottawa ON K1A 0L8

Title — Sujet :
Racial Profiling Awareness Training Content Development

Contract No. — Nº du contrat :
2019001469

Contract — Contrat

Your proposal is accepted to sell to Her Majesty the Queen, in right of Canada, in accordance with the terms and conditions set out herein, referred to herein or attached hereto, the goods and/or services, or construction listed herein and on any attached sheets at the price or prices set out thereof.

Nous acceptons votre proposition de vendre à sa Majesté la Reine du Chef du Canada, aux conditions énoncées ou incluses par référence dans les présentes, et aux annexes ci-jointes, les biens, et/ou les services ou la construction énumérés dans les présentes, et sur toute feuille ci-annexée, au(s) prix indiqué(s).

D.D.P. — D.D.P. :
Destination of Goods, Services, And Construction —
Destination des biens, services et construction
See herein — voir aux présentes

Invoices to be sent to — Factures envoyer à :

Canada Border Service Agency
Agence des services frontaliers du Canada
vendors-fournisseurs@cbsa-asfc.gc.ca
Anik.Devlin@cbsa-asfc.gc.ca

The Vendor/Firm hereby accepts/acknowledges this contract — Le fournisseur/entrepreneur accepte/accuse réception du présent contrat :

K. Rose — Oct. 29/18
Signature — Date

Kevin Rose
Executive Vice-President

Name, title of person authorized to sign (type or print) — Nom et tire du signataire autorisé (caractère d'impression)

Contracting Authority — Autorité contractante :
Anik Devlin

Telephone No. — No de téléphone:	Fax No. — No de télécopieur :
343-291-6909	

E-Mail Address — Courriel:
Anik.Devlin@cbsa-asfc.gc.ca

Total Estimated Cost (HST incl.) /Coût total estimatif (TVH incl.) :	Currency Type - Genre de devise :
$24,747.00	CAD

Vendor / Firm Name and Address
Raison sociale et adresse du fournisseur/de l'entrepreneur :

Graybridge International Consulting Inc.
Operating As: Graybridge Malkam
1309 Carling Avenue, Suite 5
Ottawa, Ontario
K1Z 7L3

Signed for the President by — Signé pour le Président par :

Anik Devlin — 26 oct 2018
Signature — Date

Name and Position Title — Nom et Titre du poste
Anik Devlin
A/Senior Procurement Officer
Strategic Procurement Division (SPD)

Canada Border Services Agency | Agence des services frontaliers du Canada

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Destination of Goods, Services, And Construction —
Destination des biens, services et construction
See herein — voir aux présentes

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Canada Border Service Agency
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Anik.Devlin@cbsa-asfc.gc.ca

The Vendor/Firm hereby accepts/acknowledges this contract — Le fournisseur/entrepreneur accepte/accuse réception du présent contrat : Signature Date	**Contracting Authority — Autorité contractante :** Anik Devlin	
	Telephone No. — No de téléphone: 343-291-6909	**Fax No. — No de télécopieur :**
	E-Mail Address — Courriel: Anik.Devlin@cbsa-asfc.gc.ca	
Name, title of person authorized to sign (type or print) — Nom et tire du signataire autorisé (caractère d'impression)	**Total Estimated Cost (HST incl.) /Coût total estimatif (TVH incl.) :** $24,747.00	**Currency Type - Genre de devise :** CAD

Vendor / Firm Name and Address Raison sociale et adresse du fournisseur/de l'entrepreneur : Graybridge International Consulting Inc. Operating As: Graybridge Malkam 1309 Carling Avenue, Suite 5 Ottawa, Ontario K1Z 7L3	**Signed for the President by — Signé pour le Président par :** Anik Devlin 26 oct 2018 Signature Date **Name and Position Title — Nom et Titre du poste** Anik Devlin A/Senior Procurement Officer Strategic Procurement Division (SPD)

TABLE OF CONTENTS

CONTRACT CLAUSES

List of Annexes to the Resulting Contract:

CONTRACT CLAUSES

1. Security Requirements

There is no security requirement applicable to the Contract.

An escort will be provided to unscreened private sector individual(s) needing access to a Government of Canada facility/work site.

No access to Government of Canada Protected and/or Classified information will be granted to unscreened private sector individuals performing the work necessary for this contract.

The Technical Authority will be providing 24/7 escort to the private sector individuals while they are on site (CBSA premise).

2. Statement of Work

The Contractor must perform the Work in accordance with the Statement of Work at Annex "A".

3. Standard Clauses and Conditions

All clauses and conditions identified in the Contract by number, date and title are set out in the Standard Acquisition Clauses and Conditions Manual (https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual) issued by Public Works and Government Services Canada.

3.1. General Conditions

2010B (2018-06-21), General Conditions - Professional Services (Medium Complexity), apply to and form part of the Contract.

4. Term of Contract

4.1. Period of the Contract

The Contractor must, between the date of Contract award and the 29th day of March 2019, perform and complete withcare, skill, diligence and efficiency the work described in the Annex “A” entitled “Statement of Work”.

5. Authorities

5.1. Contracting Authority

The Contracting Authority for the Contract is:

Name: Anik Devlin
Title: A/Senior Procurement Officer
Canada Border Services Agency
Finance and Corporate Management Branch
Address: 355 North River Road, Tower B, 17th floor
Ottawa, Ontario K1A 0L8

Telephone: 343-291-6909
E-mail address: anik.devlin@cbsa-asfc.gc.ca

The Contracting Authority is responsible for the management of the Contract and any changes to the Contract must be authorized in writing by the Contracting Authority. The Contractor must not perform work in excess of or outside the scope of the Contract based on verbal or written requests or instructions from anybody other than the Contracting Authority.

5.2. Project Authority

The Project Authority for the Contract is:

Name: Linne Fournier
Title: Director
Organization: Canada Border Services Agency
Human Resources Branch
Address: 191 Laurier Avenue, West
Ottawa, Ontario K1A 0L8

Telephone: 613-954-2046
E-mail address: Linne.Fournier@cbsa-asfc.gc.ca

The Project Authority is the representative of the department or agency for whom the Work is being carried out under the Contract and is responsible for all matters concerning the technical content of the Work under the Contract. Technical matters may be discussed with the Project Authority, however the Project Authority has no authority to authorize changes to the scope of the Work. Changes to the scope of the Work can only be made through a contract amendment issued by the Contracting Authority.

5.3. Technical Authority

The Technical Authority for the Contract is:

Name: Martine Senior
Title: Senior Program Advisor
Organization: Canada Border Services Agency
Human Resources Branch
Address: 191 Laurier Avenue, West
Ottawa, Ontario K1A 0L8

Telephone: 613-957-6027
E-mail address: Martine.Senior@cbsa-asfc.gc.ca

The Technical Authority named above is the representative of the department or agency for whom the Work is being carried out under the Contract and is responsible for all matters concerning the technical content of the Work under the Contract. Technical matters may be discussed with the Technical Authority, however the Technical Authority has no authority to authorize changes to the scope of the Work. Changes to the scope of the Work can only be made through a contract amendment issued by the Contracting Authority.

5.4. Contractor's Representative

Name:
Title: Diversity & Inclusion Analyst
Organization: Graybridge Malkam

Telephone:
E-mail address:

6. Proactive Disclosure of Contracts with Former Public Servants

By providing information on its status, with respect to being a former public servant in receipt of a *Public Service Superannuation Act* (PSSA) pension, the Contractor has agreed that this information will be reported on departmental websites as part of the published proactive disclosure reports, in accordance with Contracting Policy Notice: 2012-2 of the Treasury Board Secretariat of Canada.

7. Payment

7.1. Basis of Payment

The Contractor will be reimbursed for the costs reasonably and properly incurred in the performance of the Work, as determined in accordance with the Basis of Payment in Annex "B", to a limitation of expenditure of **$21,900.00**. Customs duties are excluded and Applicable Taxes are extra.

7.2. Limitation of Expenditure

Canada's total liability to the Contractor under the Contract must not exceed **$21,900.00**, and applicable taxes are extra.

No increase in the total liability of Canada or in the price of the Work resulting from any design changes, modifications or interpretations of the Work, will be authorized or paid to the Contractor unless these design changes, modifications or interpretations have been approved, in writing, by the Contracting Authority before their incorporation into the Work. The Contractor must not perform any work or provide any service that would result in Canada's total liability being exceeded before obtaining the written approval of the Contracting Authority. The Contractor must notify the Contracting Authority in writing as to the adequacy of this sum:

a) when it is 75 percent committed, or
b) four (4) months before the contract expiry date, or
c) as soon as the Contractor considers that the contract funds provided are inadequate for the completion of the Work, whichever comes first.

If the notification is for inadequate contract funds, the Contractor must provide to the Contracting Authority a written estimate for the additional funds required. Provision of such information by the Contractor does not increase Canada's liability.

7.3. Method of Payment - Milestone Payments

Canada will make milestone payments in accordance with the Schedule of Milestones detailed in Annex "B" and the payment provisions of the Contract if:

a. an accurate and complete invoice, and any other document required by the Contract have been submitted in accordance with the invoicing instructions provided in the Contract;

b. all such documents have been verified by Canada;

c. all work associated with the milestone and as applicable any deliverable required has been completed and accepted by Canada.

7.4. SACC Manual Clauses

The following SACC manual Clauses are incorporated by reference and form part of this Contract:

ID	Date	Titre
A9117C	2007-11-30	T1204 – Direct Request by Customer Department

8. Invoicing Instructions

a. The Contractor must submit invoices in accordance with the information required in the General Conditions.

b. The Contractor's invoice must include a separate line item for each subparagraph in the Basis of Payment provision, and must show the applicable contract number.

c. By submitting invoices the Contractor is certifying that the goods and/or services have been delivered and that all charges are in accordance with the Basis of Payment provision of the Contract, including any charges for work performed by subcontractors.

d. All invoices must be submitted using the following method (**only one copy of the invoice should be sent to the Agency**):

Email: Only legible electronic (PDF, Word, Excel) files will be accepted; all others will be returned.

vendors-fournisseurs@cbsa-asfc.gc.ca
This email address is to be used for submitting invoices and for payment status inquiries.

Direct Deposit:
The Government of Canada will soon be phasing out federal government cheques; we strongly encourage Businesses that supply goods and services to the Government of Canada to enrol in direct deposit for account payable.

Please contact ca-ci@cbsa-asfc.gc.ca to obtain additional information, to confirm direct deposit enrolment process and the steps to be followed.

IMPORTANT NOTE: **If a supplier omits any required information pertaining to payment processing from the invoice, the invoice will be returned at the discretion of the CBSA and will not be paid until valid payment referencing is provided.**

9. Certifications and Additional Information

9.1. Compliance

Unless specified otherwise, the continuous compliance with the certifications provided by the Contractor in its bid or precedent to contract award, and the ongoing cooperation in providing additional information are conditions of the Contract and failure to comply will constitute the Contractor in default. Certifications are subject to verification by Canada during the entire period of the Contract.

10. Applicable Laws

The Contract must be interpreted and governed, and the relations between the parties determined, by the laws in force in Ontario.

11. Priority of Documents

If there is a discrepancy between the wording of any documents that appear on the list, the wording of the document that first appears on the list has priority over the wording of any document that subsequently appears on the list.

(a) the Articles of Agreement;
(b) the general conditions 2010B (2018-06-21), General Conditions - Professional Services (Medium Complexity);
(c) Annex A, Statement of Work;
(d) Annex B, Basis of Payment, and
(e) the Contractor's bid dated July 21, 2017, as amended on October 15, 2018.

12. Dispute Resolution

The parties understand that the Procurement Ombudsman appointed pursuant to Subsection 22.1(1) of the *Department of Public Works and Government Services Act* will, on request, and consent of the parties, to participate in an alternative dispute resolution process to resolve any dispute between the parties respecting the interpretation or application of a term and condition of this contract and their consent to bear the cost of such process, provide to the parties a proposal for an alternative dispute resolution process to resolve their dispute. The Office of the Procurement Ombudsman may be contacted by telephone at 1-866-7345169 or by e-mail at opo-boa@opa-boa.gc.ca.

13. Contract administration

The parties understand that the Procurement Ombudsman appointed pursuant to Subsection 22.1(1) of the *Department of Public Works and Government Services Act* will review a complaint filed by the supplier/vendor respecting administration of this contract if the requirements of Subsection 22.2(1) of the *Department of Public Works and Government Services Act* and Sections 15 and 16 of the *Procurement Ombudsman Regulations* have been met, and the interpretation and application of the terms and conditions and the scope of the work of this contract are **not** in dispute. The Office of the Procurement Ombudsman may be contacted by telephone at 1-866-734-5169 or by e-mail at opo-boa@opa-boa.gc.ca.

ANNEX A - STATEMENT OF WORK

TITLE

Racial Profiling Awareness and Prevention course development

OBJECTIVE

This request is the result of remedies sought by the Canadian Human Rights Commission (CHRC) following hearings and decisions of the Canadian Human Rights Tribunal (CHRT) case of Davis v. Canada Border Services Agency (CBSA). The remedies related to development of racial profiling training state that:

- the CBSA must develop training separate from the existing online Diversity and Race Relations course
- the training must include discussions of the new policy or directive that specifically prohibits all forms of race-based discrimination under the Canadian Human Rights Act including racial profiling
- the training must include current case law concerning the phenomenon of racial profiling
- the CBSA retain independent contractors with appropriate expertise to assist in the preparation of the training content.

Given the aforementioned remedies, the CBSA is seeking to engage a qualified and experienced contractor to develop content for an online course for Border Services Officers (BSOs) and BSO recruits (hereafter referred to as recruits) on the topic of Racial Profiling Awareness and Prevention.

The CHRC also identified that the CBSA provide BSOs working at the Cornwall border crossing with additional training material regarding the range of different perspectives within the Akwesasne community. This is NOT included in this scope of work. This remedy will be fulfilled by the CBSA's Training and Learning Solutions Division who will work in consultation with the Mohawk Council of Akwesasne (MCA) to integrate this content into existing two (2) day classroom cultural training that is mandatory for all staff at the Cornwall port of entry. It is included here for information purposes only.

BACKGROUND

As a result of the CHRT released decision on December 9, 2014 in Davis v. CBSA, upholding in part a complaint of discrimination based on race, age and sex brought against the CBSA in relation to an interaction between a young Mohawk woman and several CBSA Border Services Officers and staff in 2005 at the Cornwall Island border crossing.

By the nature of their job, BSOs are often required to make immediate decisions and as a result may unconsciously allow bias to impact their decisions; however, through training, this can be recognized and managed. The goal of the training is to equip BSOs with the awareness, knowledge, and skills to provide professional, high quality and bias aware service to the public.

SCOPE

Because BSOs work in a 7 X 24 environment and provide services at approximately 1,200 points across Canada and at 39 international locations, an on-line course is the recommended learning approach in order to reach all BSO's. Recruits currently complete a training phase made up of four (4) weeks of online training followed by 4.5 months of in-residence training at the Agency's College in Rigaud, Quebec. The online product provided to BSOs will also be provided to recruits.

The contractor will develop a project plan, conduct a needs assessment, consider best practices in racial profiling training, develop a course outline, develop learning objectives, develop content and activities, develop assessments, and act as the subject-matter-expert.

The contractor will also provide assistance to CBSA's course developers on a per diem basis after the content is developed.

TASKS

The contractor must fulfill three (3) primary deliverables including project management, needs assessment, and learning design.

Project Management

Project manager: The CBSA will identify a project manager (from the OPI's function) who will be the first point of contact for the contractor. The contractor will work closely with Agency's project manager to ensure the project is completed on time and on budget. The contractor will provide the CBSA project manager with questions and queries in a timely manner to enable the CBSA to respond fully. The contractor will provide bi-weekly status updates on progress and issues of concern.

Project launch: The contractor will schedule a face-to-face project launch meeting with CBSA stakeholders and the contractor team at a mutually agreed to time and place.

Workplan: The contractor will develop a workplan that will be provided to the CBSA following the project launch meeting. The workplan will be adapted over the duration of the contract period to meet any evolving CBSA milestones and requirements. At minimum, the workplan will articulate project scope, key deliverables, tasks linked to deliverables, milestones, checkpoints, persons responsible for performing tasks, resources required to perform each task, and support requirements (e.g. IT, CBSA staff, etc.)

Needs Assessment

The contractor will conduct a needs assessment for the purpose of understanding the characteristics of BSOs, recruits, and the CBSA work environment so as to create learning content aligned with the Agency's operational realities and the remedies identified by the CHRC. The needs assessment will comprise in-person and/or phone interviews and/or survey with a cross-section of BSO's, recruits, and OPI's representative of the various modes (e.g. land, air, rail), functions (e.g. Human Resources, Programs) and levels (e.g. Superintendent, Chief, Manager, Director, Director-General) who can inform the design of the online course. The CBSA will assist the contractor in identifying those recommended to participate in the needs assessment.

The contractor will supplement the above-noted findings by incorporating their own subject-matter expertise and best practices in racial profiling training such as that provided by the Ontario Human Rights Commission, the Nova Scotia Human Rights Commission and the Toronto Police Service into a summary report for the CBSA.

Learning Design

Based on the needs assessment findings, the contractor will:

- define learning objectives
- apply adult learning principles e.g. relevance and practicality in all design outcomes
- using the CBSA's templates, create a course outline/learning design plan identifying topics, activities, and assessments
- create training content and determine sequencing to facilitate participants' advancement in three realms: awareness, knowledge and skills
- incorporate sound instructional strategies by taking into account the characteristics of participants
- develop assessment strategies which will be conducted on the knowledge and skills that participants have had opportunities to learn and practice

Topic areas that could be developed and grouped into multiple modules include:

- What constitutes racial profiling
- Link with conscious and unconscious bias, micro-inequities, and stereotyping that prevails in society
- Benefits of being aware about racial profiling (e.g. enhancing decision-making and effectiveness of approach to duties; better service to Canadians and the wider public CBSA serves; increasing public trust and confidence; increasing the integrity and transparency of CBSA)
- Link to CBSA vision and commitment to service excellence
- Data on racial profiling, demonstrating that it happens in many sectors – e.g. from current case law concerning racial profiling, research in Ontario and Nova Scotia
- Effects of racial profiling - e.g. on wellbeing of individuals, relating to creating / sustaining barriers with various communities, on perceptions of public institutions like CBSA, which can undermine effectiveness and authority
- CBSA's new policy or directive on race-based discrimination, including expectations and responsibilities of CBSA staff
- Key CBSA BSO activities that are at greatest risk of manifesting bias, and reflection on the potential impact of bias on their perceptions and behaviors
- Case scenarios addressing areas where racial profiling and bias could manifest in everyday duties, and guidance on how to manage and mitigate them (e.g. how to proactively engage with members of the public, with a focus on resolution and improvement)
- Action planning towards balancing the rights of individuals and mitigating inappropriate application of bias, with the need to fulfill the fundamental duties of one's job

The contractor will develop the storyboards using CBSA's storyboard template. The CBSA will provide the contractor with CBSA's online course development standards so that the course content is accessible-ready and doesn't include inappropriate, non-accessible activities and assessments such as drag and drop.

The storyboards will be reviewed and approved by the CBSA OPI and CBSA's Training and Learning Solutions Division. Once the content is approved, the CBSA will develop the online learning product using the CBSA's course developers and the appropriate course development software.

RESPONSIBILITIES
CBSA

CBSA will be responsible for:

- identifying a project manager (OPI)
- approving the workplan
- identifying individuals at the CBSA to be consulted for the needs assessment
- reviewing and approving course content developed by the contractor
- approving the storyboards
- coordinating development of the online course with the Agency's Training and Learning Solutions Division
- conducting the course pilot
- course development costs (salary and operations and maintenance)
- communicating to CBSA stakeholders
- conducting quality assurance checks
- arranging translation and for translation costs
- performing concordance review.

Contractor

The Contractor will be responsible for:

- identifying a project manager
- developing the workplan
- providing bi-weekly status updates to the CBSA project manager on the progress of the project
- coordinating needs assessment interviews/data collection

- providing content expertise that is current, accurate, and reflects best practices consistent with CBSA's environment related to the topic Racial Profiling Awareness and Prevention as well as CBSA's directives and policies
- developing course objectives, outline, content, activities, assessments and storyboards.

SCHEDULE

The process is comprised of two phases. Phase 1 includes all activities related to project planning, needs assessment and design. Phase 2 includes all activities related to advice and guidance provided to CBSA course developers upon completion of Phase 1.

PHASE 1 - Needs Assessment	Due
• Review new CBSA policy on racial profiling prevention • Consult with CBSA subject matter expert (Senior Program Advisor) and Office of Primary Interest (OPI) to gather information on the audience and their needs to inform the content (e.g. relevant examples and scenarios, confirmation of other assets to consider/incorporate) • Conduct any other targeted needs assessment required based on advice from SBSA SME and OPI • Review latest best practice resource on racial profiling prevention training to inform content (e.g. Ontario Human Rights Commission, resources from organizations operating in similar contexts to CBSA)	Mid-November 2018
PHASE 2 - Content Development	**Due**
• Develop an outline for the course to address identified training needs (learning objectives per module, key topic areas per module, activities, etc.) • Consult CBSA SME throughout for clarifications, as needed, to expedite process given tight project timelines *Output:* Learning Design Plan for CBSA review, feedback and sign off	Mid-December 2018
PHASE 3 - Storyboard design	**Due**
• Based on approved Learning Design Plan, develop draft storyboards, submitting each module as ready • Story boards to incorporate: ○ Identification of images for purchase by CBSA from CBSA0prefferred resource libraries (i.e. PixaBay, Fotolia) ○ Suggestions for CBSA-specific imagery for location by CBSA developers in their library ○ Accessibility restrictions when recommending interactions, in line with level required by an operational audience such as Border Service Officers • Revise based on CBSA feedback from SME and OPI, and submit final version to CBSA • As needed, provide clarification to CBSA developers during technical development *Output:* Storyboards from CBSA review, feedback and sign off (one full-revision and one minor revision); clarifications, as needed, to CBSA developers	End-January 2019

DELIVERABLES

Deliverable	Acceptance Criteria
Project Plan:	• Identification of project manager (Contractor) • Clearly defined tasks, resource requirements and timelines are specified • Bi-weekly progress reports are provided to the project manager (OPI)

Needs Assessment:	• Current state and learning/performance gap(s) are identified • Characteristics of the target audience are identified • Overall learning objectives and instructional goals are identified which satisfy the CHRC remedies
Design:	• Course content reflects CBSA's environment, directives and policies as well as best practices • Clear links are established between learning objectives and content • Learning incorporates sound adult learning principles and theories • Activities are incorporated into the learning product • Immediate, corrective feedback is provided to participants when errors are made • Images and graphics are powerful and relevant • Content is broken-down to smaller chunks • Realistic storytelling and case studies reflective of the CBSA are incorporated into the learning • Practice exercises are incorporated in the course to ensure that participants are able to fully absorb and retain the subject matter • Course length does not exceed 3.5 hours

ANNEX B - BASIS OF PAYMENT

The Contractor will be paid in accordance with the following Basis of Payment for the Work performed pursuant to the Contract.

1. Schedule of Milestones

The schedule of milestones for which payments will be made in accordance with the Contract is as follows:

Milestones	Description	Firm Price
PHASE 1	**Needs assessment**	$7,200.00
PHASE 2	**Subject Matter Expert support during design**	$5,100.00
PHASE 3	**Storyboard design**	$9,600.00

Total Estimated Contract Price: $21,900.00, Applicable Taxes extra.

Federal Court  Cour fédérale

Date: 20170209

Docket: T-688-15

Citation: 2017 FC 159

Ottawa, Ontario, February 9, 2017

PRESENT: The Honourable Mr. Justice Fothergill

BETWEEN:

ATTORNEY GENERAL OF CANADA

Applicant

and

FALLAN DAVIS and CANADIAN HUMAN RIGHTS COMMISSION

Respondents

JUDGMENT AND REASONS

I. Overview

[1] The Attorney General of Canada seeks judicial review of a decision of the Canadian Human Rights Tribunal [Tribunal] dated December 9, 2014 (2014 CHRT 34). The Tribunal upheld, but only in part, a human rights complaint made by Teiohantathe Fallan Davis. Ms. Davis alleged that officers of the Canada Border Services Agency [CBSA] discriminated against her on

the basis of race, age and sex, contrary to s 5 of the *Canadian Human Rights Act*, RSC 1985, c H-6 [CHRA].

[2] Ms. Davis is a member of the Akwesasne First Nation. Her complaint arose from events that occurred more than ten years ago, on November 18, 2005, at the Cornwall Island border crossing between New York State and Ontario. At that time, the border crossing was located on the Akwesasne Reserve, which straddles both sides of the Canada-United States border.

[3] Ms. Davis' complaint generated considerable litigation. The Attorney General sought judicial review of the decision of the Canadian Human Rights Commission [Commission] to refer Ms. Davis' complaint to the Tribunal. The application was dismissed by Justice Harrington, and an appeal to the Federal Court of Appeal was also dismissed (*Canada (Attorney General) v Davis*, 2009 FC 1104, aff'd 2010 FCA 134). The Attorney General then brought a motion before the Tribunal to dismiss Ms. Davis' complaint on the ground that the CBSA was not providing a service to the public when it performed inspections at border crossings, and the complaint therefore fell outside the scope of s 5 of the CHRA. The Tribunal disagreed, and the Attorney General sought judicial review of that decision. The application was dismissed by Justice Mactavish on January 16, 2013 (*Canada (Attorney General) v Davis*, 2013 FC 40).

[4] The Tribunal's inquiry into Ms. Davis' complaint began on November 13, 2012 and continued for 49 days. The Tribunal upheld only one aspect of Ms. Davis' wide-ranging complaint. It found that the general attitude of CBSA Officer Denis Demers, and the responses he provided to Ms. Davis, were sufficient to establish that Ms. Davis experienced an adverse

impact with respect to the provision of a service by the CBSA, and that Officer Demers' actions were based, perhaps unconsciously, on racial stereotyping.

[5] The Tribunal's findings of fact are at the heart of its specialized jurisdiction, and are owed a high degree of deference. This Court will interfere with a finding of discrimination only if the Tribunal's decision falls outside the range of possible, acceptable outcomes which are defensible in respect of the facts and law.

[6] For the reasons that follow, I have concluded that the Tribunal's decision to uphold a single aspect of Ms. Davis' human rights complaint falls within the range of possible, acceptable outcomes. However, two of the remedies ordered by the Tribunal had no rational connection to the aspect of Ms. Davis' complaint that was ultimately upheld. One of these remedies was granted without providing sufficient notice to the Attorney General or a reasonable opportunity to respond. The application for judicial review is therefore allowed in part, and two of the remedies ordered by the Tribunal are set aside.

II. Background

[7] The border crossing on Cornwall Island, which has since been closed, was a long-standing point of friction between the Government of Canada and the Akwesasne First Nation. In an attempt to ease tensions, the CBSA allocated a special lane to members of the First Nation, and adopted modified inspection procedures pursuant to the *Akwesasne Residents Remission Order*, SOR/91-412.

[8] On the morning of November 18, 2005, Ms. Davis arrived at the Cornwall Island border crossing. She was driving a sport utility vehicle [SUV]. She entered the lane that was allocated to members of the Akwesasne First Nation. A CBSA officer asked her whether she was carrying any contraband goods, and then directed her towards the nearby Vehicular and Cargo Inspection System [VACIS].

[9] The VACIS is a mobile unit deployed by the CBSA to check vehicles, particularly trucks and vans, for hidden compartments that may be used to transport drugs, weapons or other contraband. Ms. Davis was asked by a second CBSA officer to drive to the VACIS unit and exit her vehicle. Once she was outside her SUV, a third CBSA officer, Denis Demers, instructed her to wait in a designated area. There was a heated exchange between Ms. Davis and Officer Demers. A fourth CBSA officer subsequently spoke to Ms. Davis about the payment of taxes on goods she was importing from the United States.

III. Decision under Review

[10] The Tribunal found that Ms. Davis lacked credibility, and that she had significantly embellished the facts giving rise to her complaint. It held that Ms. Davis' attitude toward the CBSA officers was "clearly and definitely aggressive, disrespectful, defiant and finally, assertive of her rights as an Aboriginal person who resides on Cornwall Island." Ms. Davis was known to CBSA officers as someone who was "arrogant and critical regarding the presence of the border crossing on Cornwall Island." During a previous incident on August 6, 2005, Ms. Davis had expressed her opposition to the border crossing, and had threatened to blow it up.

[11] Ms. Davis used very strong profanity in her dealings with Officer Demers. He testified that he had never been confronted with this level of verbal abuse at any other time in his career with the CBSA. The Tribunal nevertheless held that it was incumbent upon the CBSA officers, specifically Officer Demers, to prevent the situation from deteriorating. The Tribunal found that Officer Demers did not fulfil this responsibility, and that he did not take adequate take steps to maintain control of the dialogue or calm Ms. Davis down.

[12] The Tribunal upheld Ms. Davis' complaint in part. It found that "a review of Officer Demers' conduct, in light of his attitude in general, as well as the responses he provided to [Ms. Davis] are sufficient for me to recognize that Officer Demers acted, even unconsciously, based on racial stereotype." The Tribunal based its conclusion on the following factual findings:

> (a) Prior to the facts on November 18, 2005, Officer Demers admitted that it was general knowledge that there was a dispute between the Canadian government and the Mohawk authorities regarding the territory on which the Cornwall Island border crossing was located;
>
> (b) Also in his testimony, Officer Demers admitted that he had had no specific training on knowledge gained regarding the culture and traditions of Aboriginal communities;
>
> (c) Officer Demers raised his voice in dealing with [Ms. Davis'] conduct in an attempt to assert his authority and what he called "force continuum";
>
> (d) In his discussions with [Ms. Davis], Officer Demers pointed to his badge to identify himself to [Ms. Davis], who was questioning him in that respect;
>
> (e) Officer Demers questioned [Ms. Davis] about what job she could hold, for no apparent reason;
>
> (f) In response to a direct statement by [Ms. Davis] on the territorial aspect of the location occupied by the Respondent's border crossing on Cornwall Island, the evidence clearly established that he answered by saying that he was on the "the property of Canada Customs";

(g) Furthermore, in light of [Ms. Davis'] aggressive and defiant attitude, Officer Demers stated that [Ms. Davis'] conduct could, in his experience, be an assertion that she had done something wrong.

[13] The Tribunal awarded Ms. Davis $5,000.00 pursuant to s 53(2)(e) of the CHRA, together with interest. The Tribunal also adopted all of the remedies proposed by the Commission and one additional remedy pursuant to s 53(2)(a) of the CHRA.

IV. Issues

[14] This application for judicial review raises the following issues:

A. Was the Tribunal's finding that Officer Demers discriminated against Ms. Davis reasonable?

B. Were the remedies ordered by the Tribunal reasonable and procedurally fair?

V. Analysis

[15] In dissenting reasons, subsequently affirmed by the Supreme Court of Canada, Justice Evans of the Federal Court of Appeal acknowledged that the Tribunal's findings of fact are at the heart of its specialized jurisdiction, and are owed a high degree of deference (*Public Service Alliance of Canada v Canada Post Corporation*, 2010 FCA 56 at para 207 [*Public Service Alliance*]; *Public Service Alliance of Canada v Canada Post Corp*, 2011 SCC 57; see also *Cooper v Canada (Human Rights Commission)*, [1996] 3 SCR 854 at para 64). A finding of discrimination by the Tribunal is subject to review by this Court against the standard of reasonableness (*Turner v Canada (Attorney General)*, 2017 FCA 2 at para 51). The Court will

intervene only if the decision falls outside the "range of possible, acceptable outcomes which are defensible in respect of the facts and law" (*Dunsmuir v New Brunswick*, 2008 SCC 9 at para 47).

[16] Questions of procedural fairness are subject to review against the standard of correctness (*Canada (Citizenship and Immigration) v Khosa*, 2009 SCC 12 at para 43).

A. *Was the Tribunal's finding that Officer Demers discriminated against Ms. Davis reasonable?*

[17] The Attorney General does not take issue with the legal framework applied by the Tribunal to assess Ms. Davis' human rights complaint. The Tribunal cited *Moore v British Columbia (Education)*, 2012 SCC 61 [*Moore*] at paragraph 33 for the following basic propositions:

> … complainants are required to show that they have a characteristic protected from discrimination under the *Code*; that they experienced an adverse impact with respect to the service; and that the protected characteristic was a factor in the adverse impact. Once a *prima facie* case has been established, the burden shifts to the respondent to justify the conduct or practice, within the framework of the exemptions available under human rights statutes. If it cannot be justified, discrimination will be found to occur.

[18] The Tribunal cited *Ont Human Rights Comm v Simpsons-Sears*, [1985] 2 SCR 536 at page 558 for the proposition that "[a] *prima facie* case in this context is one which covers the allegations made and which, if they are believed, is complete and sufficient to justify a verdict in the complainant's favour in the absence of an answer from the respondent-employer." The

Tribunal also noted the Supreme Court of Canada's decision in *FH v McDougall*, 2008 SCC 53 at paragraph 46:

> [E]vidence must always be sufficiently clear, convincing and cogent to satisfy the balance of probabilities test. But again, there is no objective standard to measure sufficiency. In serious cases, like the present, judges may be faced with evidence of events that are alleged to have occurred many years before, where there is little other evidence than that of the plaintiff and defendant. As difficult as the task may be, the judge must make a decision. If a responsible judge finds for the plaintiff, it must be accepted that the evidence was sufficiently clear, convincing and cogent to that judge that the plaintiff satisfied the balance of probabilities test.

[19] The Tribunal observed that in cases of discrimination, direct evidence is not necessarily available, and that "circumstantial evidence may lead tribunals to conclude that there was a form of discrimination" (citing *Basi v Canadian National Railway Company*, [1988] CHRD No 2). In the context of discrimination, the Tribunal stated that "[t]he focus of the enquiry is on the Respondent's actions towards the complainant" (citing *Peel Law Association v Pieters*, [2013] OJ No 2695).

[20] The Tribunal derived the following principles from the jurisprudence, including *Radek v Henderson Development (Canada) Ltd*, 2005 BCHRT 302 and *Phipps v Toronto Police Services Board*, 2009 HRTO 877:

> 1) the prohibited ground or grounds of discrimination need not be the sole or the major factor leading to the discriminatory conduct; it is sufficient if they are a factor;
>
> 2) there is no need to establish an intention or motivation to discriminate; the focus of the enquiry is on the effect of the respondent's actions on the complainant;

3) the prohibited ground or grounds need not be the cause of the respondent's discriminatory conduct; it is sufficient if they are a factor or operative element;

4) there need be no direct evidence of discrimination; discrimination will more often be proven by circumstantial evidence and inference; and

5) racial stereotyping will usually be the result of subtle unconscious beliefs, biases and prejudices.

[21] Applying the test in *Moore*, the Tribunal found that Ms. Davis' status as an Aboriginal person satisfied the first branch, and that she had a characteristic that was protected from discrimination.

[22] With respect to the second branch, the Tribunal found that Ms. Davis experienced an adverse impact with respect to the provision of a service by the CBSA. The Tribunal held that Officer Demers' conduct and his responses to Ms. Davis "were factors that [the Tribunal considered] as being a form of differential treatment". The Tribunal also found that Officer Demers' statements to Ms. Davis appeared to be "unjustified, even aggressive, and defiant".

[23] With respect to the third branch, the Tribunal had "no doubt" that Ms. Davis' status as an Aboriginal person was a factor in the adverse impact she experienced. The Tribunal found that "all of the responses" provided by Officer Demers were prompted by Ms. Davis' "provocation relating to her Aboriginal status and to the territorial assertions she made to Officer Demers". The Tribunal found that "Officer Demers overreacted and provided responses that indicated behaviour that was marked by racist stereotyping". The Tribunal therefore concluded that a *prima facie* case of discrimination had been established.

[24] The Tribunal considered whether a comparative test should be applied by taking into account Officer Demers' conduct if he had been confronted by a white person exhibiting the same behaviour. The Tribunal concluded that a comparative analysis was not necessary: "A simple review of Officer Demers' conduct, in light of his attitude in general, as well as the responses he provided to [Ms. Davis] are sufficient for me to recognize that Officer Demers acted, even unconsciously, based on racial stereotype."

[25] The Attorney General argues that the Tribunal's decision is unreasonable for three reasons: (i) the aspects of Officer Demers' conduct identified by the Tribunal did not support a finding of racial discrimination, were unconnected to racial stereotyping, and were inconsistent with the evidentiary record; (ii) the Tribunal's finding that Officer Demers engaged in discrimination because he "overreacted" and failed to "maintain control" over Ms. Davis was unreasonable; and (iii) the Tribunal failed to consider whether racial stereotyping or prejudice provided the most probable explanation for Officer Demers' reaction to Ms. Davis' provocation.

[26] According to the Commission, "[a]t issue in this case is the degree of deference to be paid to certain targeted findings of fact, and mixed fact and law, reached by the specialized [Tribunal] after a lengthy hearing." The Tribunal's hearing lasted 49 days. It heard from 22 witnesses. Unlike this Court, the Tribunal had the benefit of hearing from Officer Demers directly and could assess his demeanour. I therefore agree with the Commission that deference is a central consideration in this application for judicial review. In the words of the Federal Court of Appeal in *Delios v Canada (Attorney General)*, 2015 FCA 117 at paragraph 28:

> Under the reasonableness standard, we do not develop our own view of the matter and then apply it to the administrator's decision,

> finding any inconsistency to be unreasonable. […] That is nothing more than the court developing, asserting and enforcing its own view of the matter – correctness review.

[27] Nevertheless, I agree with the Attorney General that the record does not support the Tribunal's finding that Officer Demers questioned Ms. Davis about what job she could hold, implying that she was either incompetent or lazy. Officer Demers testified that he simply asked Ms. Davis where she worked. This is a routine inquiry at border crossings. The Tribunal does not appear to have considered Officer Demers' explanation. Nor did it provide a basis for rejecting it.

[28] The Attorney General says that the only aspect of Officer Demers' conduct that might conceivably perpetuate a negative stereotype about Aboriginal people was the unsupported finding that he questioned Ms. Davis about what job she could hold. I disagree.

[29] In my view, Officer Demers' interaction with Ms. Davis must be assessed in the unique context of the border crossing at Cornwall Island. Officer Demers knew that Ms. Davis was a member of the Akwesasne First Nation, and that there was on ongoing dispute between the First Nation and the Government of Canada regarding the land on which the border crossing stood. He had been given no training regarding the culture and traditions of Aboriginal communities. He admitted that he raised his voice and invoked the authority of his badge in an attempt to exercise control over Ms. Davis. He responded to Ms. Davis' assertion that he was trespassing on Akwesasne land by saying that they were on the "the property of Canada Customs". The last of these statements, in particular, was a clear reference to Ms. Davis' Aboriginal status.

[30] More generally, it was open to the Tribunal to base its finding of discrimination on circumstantial evidence, recognizing that stereotypes "exist, consciously or unconsciously, voluntarily or even involuntarily and that it is through a careful analysis of the evidence that the decision-maker must be able to determine whether there are subtle scents of discrimination" (Tribunal's Decision, para 203).

[31] It is true that the Tribunal held Officer Demers to a very high standard of conduct. He was subjected to extreme profanity and verbal abuse by Ms. Davis. This was acknowledged by the Tribunal. However, the Tribunal also noted that another CBSA officer was subjected to verbal abuse from Ms. Davis, but responded in an "exemplary" manner.

[32] Ms. Davis' behaviour at the Cornwall Island border crossing on November 18, 2005 presented a serious challenge to all CBSA officers who encountered her that day. The CBSA's Code of Ethics and Conduct recognizes, particularly for customs officers responsible for enforcement, that it will sometimes be necessary to overcome "an obstinate lack of cooperation with a determined, persistent and professional stance." The Tribunal's conclusion that Officer Demers failed to meet this standard, and that his conduct resulted, if only unconsciously, from racial stereotyping, falls within the range of possible, acceptable outcomes.

B. *Were the remedies ordered by the Tribunal reasonable and procedurally fair?*

[33] The Tribunal ordered the CBSA to do the following:

> (a) take steps to ensure that its current Code of Conduct contains a specific statement to the effect that the *CHRA* prohibits Border Service Officers (BSOs) from discriminating on the

> basis of prohibited grounds when processing travelers seeking admission to Canada;
>
> (b) provide BSOs working at the Cornwall border crossing with training material regarding the range of different perspectives within the Akwesasne community, and within the CBSA itself, regarding the Warrior Society, and/or others in the Akwesasne community who may be recognized as Keepers of the Peace;
>
> (c) develop and implement a policy or directive that specifically prohibits all forms of race-based discrimination under the CHRA, including racial profiling;
>
> (d) prepare training, separate from the existing on-line Diversity and Race Relations module, that includes discussions of the new policy or directive on race-based discrimination, as well as current case law concerning the phenomenon of racial profiling;
>
> (e) retain independent consultants with appropriate expertise with respect to the above noted matters to assist in the preparation of the required materials, policies or directives; and
>
> (f) ensure that within a reasonable period of time, (i) all BSOs have been provided with the training mentioned above, (ii) adequate measures have been put into place to ensure the training is provided to new recruits, and is refreshed periodically as appropriate, and (iii) the CBSA provides confirmation to Ms. Davis and the Commission that these steps have been completed.

[34] All of these remedies were proposed by the Commission, and were adopted by the Tribunal without independent analysis. The Tribunal ordered one additional remedy:

> […] no operation of the same type as or similar to that which was conducted on November 18, 2005, shall be conducted without the direct participation of the Akwesasne Mohawk Police Service or any other Aboriginal police force elsewhere in the country.

[35] The Attorney General was given no notice of the additional remedy, and no opportunity to address its rational connection to the Tribunal's finding of discrimination or its practical implications for the CBSA.

[36] The Commission has chosen not to defend the remedy that pertains to the provision of training on different perspectives regarding the Warrior Society or others in the Akwesasne community who may be recognized as Keepers of the Peace. Nor does it defend the final remedy pertaining to the direct participation of the Akwesasne Mohawk Police Service or any other Aboriginal police force in similar operations throughout the country.

[37] Paragraph 53(2)(a) of the CHRA gives the Tribunal authority to take measures, in consultation with the Commission, to redress a discriminatory practice or to prevent the same or a similar practice from occurring in the future. Justice Evans held in *Public Service Alliance* at paragraph 301 that "[s]pecialized tribunals are owed a particularly high degree of deference in their exercise of a broad statutory discretion to fashion an appropriate remedy". Nevertheless, the remedies awarded must have a rational connection, or "causal nexus", to the complaint (*Canada (Attorney General) v Johnstone*, 2014 FCA 110 at para 113).

[38] Despite the lack of independent analysis, I am satisfied that remedies (a), (c), (d), (e) and (f) ordered by the Tribunal are rationally connected to the single aspect of Ms. Davis' complaint that was upheld. The CBSA initially disputed that the CHRA applied to customs inspections at border crossings. This Court and the Federal Court of Appeal have since confirmed that it does.

A lack of training was identified by the Tribunal as a contributing factor to the discriminatory conduct in issue.

[39] Remedy (b) was proposed by the Commission when all aspects of Ms. Davis' wide-ranging complaint were still in dispute. It is unnecessary in these reasons to review the role of "the Warrior Society, and/or others in the Akwesasne community who may be recognized as Keepers of the Peace" in the events that took place at the Cornwall Island border crossing on November 18, 2005. This aspect of Ms. Davis' complaint was dismissed by the Tribunal, and there is no rational connection between remedy (b) and the single aspect of the complaint that was ultimately upheld. This remedy must therefore be set aside.

[40] There is no dispute that the Tribunal ordered the final remedy pertaining to the direct participation of the Akwesasne Mohawk Police Service and other Aboriginal police forces in similar operations throughout the country without notice to the Attorney General. The implications of this remedy are potentially very broad. The Attorney General was given no opportunity to adduce evidence or make submissions regarding this remedy, and was therefore denied procedural fairness (*Knight v Indian Head School Division No 19*, [1990] 1 SCR 653 at para 24). In addition, I am not persuaded that there is a causal nexus between the final remedy ordered by the Tribunal and the single aspect of the complaint that was ultimately upheld. This remedy must therefore also be set aside.

VI. Conclusion

[41] The application for judicial is allowed in part. The following remedies ordered by the Tribunal are set aside:

a) provide Border Service Officers working at the Cornwall border crossing with training material regarding the range of different perspectives within the Akwesasne community, and within the CBSA itself, regarding the Warrior Society, and/or others in the Akwesasne community who may be recognized as Keepers of the Peace; and

b) no operation of the same type as or similar to that which was conducted on November 18, 2005, shall be conducted without the direct participation of the Akwesasne Mohawk Police Service or any other Aboriginal police force elsewhere in the country.

[42] Because success on the application for judicial review is divided, no costs are payable to any party.

JUDGMENT

THIS COURT'S JUDGMENT is that:

1. The application for judicial is allowed in part. The following remedies ordered by the Tribunal are set aside:

   a) provide Border Service Officers working at the Cornwall border crossing with training material regarding the range of different perspectives within the Akwesasne community, and within the CBSA itself, regarding the Warrior Society, and/or others in the Akwesasne community who may be recognized as Keepers of the Peace; and

   b) no operation of the same type as or similar to that which was conducted on November 18, 2005, shall be conducted without the direct participation of the Akwesasne Mohawk Police Service or any other Aboriginal police force elsewhere in the country.

2. No costs are payable to any party.

"Simon Fothergill"
Judge

FEDERAL COURT

SOLICITORS OF RECORD

DOCKET:	T-688-15
STYLE OF CAUSE:	ATTORNEY GENERAL OF CANADA v FALLAN DAVIS and CANADIAN HUMAN RIGHTS COMMISSION
PLACE OF HEARING:	TORONTO, ONTARIO
DATE OF HEARING:	NOVEMBER 2, 2016
JUDGMENT AND REASONS:	FOTHERGILL J.
DATED:	FEBRUARY 9, 2017

APPEARANCES:

Sean Gaudet Laura Tausky	FOR THE APPLICANT
Brian Smith	FOR THE RESPONDENTS
Teiohantathe Fallan Davis	ON HER OWN BEHALF

SOLICITORS OF RECORD:

William F. Pentney, Q.C. Deputy Attorney General of Canada Ottawa, Ontario	FOR THE APPLICANT
Canadian Human Rights Commission Legal Services Branch Toronto, Ontario	FOR THE RESPONDENTS

Taylor, Duane

From: Sasaki, Karen
Sent: May 28, 2019 03:07 PM
To: Bacon, Jason
Subject: about GM

Graybridge Malkam's expertise includes training, consulting and research in diversity, equity and inclusion, intercultural effectiveness and language acquisition. Our organization offers specialized skills and an in-depth knowledge of best practices in diversity, equity and inclusion (DEI), built through working with a range of private, non-profit and public sector organizations in Canada, the U.S. and internationally since 1989.
We are renowned for supporting employers enhance the human potential present in their workforces to help them become more innovative, productive and successful in meeting operational goals. Graybridge Malkam is also recognized for its research to identify current and future human resources trends across a variety of sectors.
Our efforts have helped employers develop strategies to attract and retain under-utilized talent, and better serve and reflect its clientele. We have developed accessible resources and toolkits that promote more inclusive workplaces. Graybridge Malkam has has helped clients build *Proposal #2010 Enhancing Human Potential*
4 www.graybridgemalkam.com

organizational capacity to effect culture change through a range of learning programs including elearning, coaching, train-the trainer and seminars/workshops. Our diverse, multi-disciplinary and multilingual team delivers innovative, scalable and sustainable solutions tailored to each client's unique organizational culture.
We are well positioned to provide the CBSA with the required services - highlights of our qualifications relevant to this work include:

- Designing, developing and facilitating diversity, equity and inclusion learning programs, including in-class workshops, asynchronous elearning, microlearning, blended learning, train-the-trainers and coaching.
- • Designing training for a range of audiences including frontline policing and safety officers and supervisors of these team members.
- • Team of highly-skilled adult educators with significant subject matter expertise and knowledge of best practices in diversity, equity, inclusion and respectful workplaces – including relating to gender, racialized groups, Indigenous peoples, ability, LGBTQ issues, culture and a range of other dimensions of diversity.
- • Working with public safety organizations including policing organizations in Ottawa, Calgary, Toronto and Durham, and federal agencies such as Public Safety Canada, the Department of Justice; and provincial departments such as the Ontario Ministry of the Attorney General, amongst others, which has provided us with insights into the operational context in these fields.
- • Designing learning on sensitive subject matters, and presenting it in a positive and compelling manner that will engage learners in the topic.
- • Working with organizations across a range of Canadian industry sectors, allowing us to draw on a wealth of best practices and a large resource base of materials in customizing the course to the specific needs of frontline officers at CBSA.
- • Delivery of projects of a similar size and scope.
- • French, English and foreign language capacity.

Karen Sasaki

A/Team Leader – Officer Induction and Enforcement Training Unit, Human Resources Branch
Canada Border Services Agency | Government of Canada
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Canada Border Services Agency | Agence des services frontaliers du Canada

Requisition for Goods and Services - Demande de biens et de services

For Amendment Only
Aux fins de modification seulement

Requisition No. - N° demande: Ordering Office / Bureau demand.: Year / Année: 19 | Serial No. / N° de série: 3840

PSPC Use Only / SPAC seulement: 1000 343840

To: /À:

Amend No. / Modif. N°	Increase/Decrease / Augmentation/ Réduction	Previous Value / Valeur précédente	Current Funding / Financement actuel
1	1,900.00	20,000.00	21,900.00

Accounting Office Code / Code du bureau compt.: 47419

Originator - Auteur: Normand Guindon — Tel. No. - N° de tél.: 343-291-6907

Address Inquiries To : / Adresser toute demande de renseignements à : Normand Guindon — Tele. No. / N° de tél: 343-291-6907

Destination:
HUMAN RES. HUMAINES
NC REGION
OTTAWA ON K1A 0L5
CANADA

Inspection Agency / Charge de l'inspection: Consignee at Destination / Destinataire — Specified herein / Précisé dans les présentes

Quality Assurance / Assurance de la qualité: DND / MDN — Specified herein / Précisé dans les présentes

Refer to Supply and Services Canada Customer Manual Chapter 210, Acquisition of Goods and Services, for detailed explanation of fields.

Pour plus d précisions, se reporter au Chapitre 210 (Acquision de Biens et de Services) du Manuel de Client, Approvisionnements et Services Canada.

PSPC Confirmation - Confirmation d'SPAC
Telephone Number / Téléphone N° — Buyer's Name / Nom de l'acheteur

Invoices - Original and two copies are to be made out and sent to
Factures - Remplir et envoyer l'original et deux copies à

Vendors-fournisseurs@cbsa-asfc.gc.c
National Invoice Reception Unit/
Unité nationale de réception de fac
105 RUE MCGILL, #260-01
MONTRÉAL QC H2Y 2E7
CANADA

PSPC Use Only / SPAC seulement

Financial Code(s) - Code(s) financier(s): 0850
Amount - Montant:

Item / Article	Reference/Stock No. and Description / N° de référence de nomenclature et decription	Date Required / Demandé pour le D/J M Y/A	Consignee Code / Code du destinataire	U. of I. / U. de D.	Quantity / Quantité	Estimated Cost / Prix estimatif	Previous Quantity and Unit Price / Quantité et prix unitaire précédents	Previous Contract No. and Date / Date et n° du contrat précédent
00010	**SS Racial /Prevention course development** **Amendments - Modifications:** Item price changed from 20,000.00 to 21,900.00 Racial Profiling Awareness and Prevention course development Start and End date: Mid-October 2018-mid-June 2019 Linne Fournier 458060000 2001/30400 **Service Line 10 Details:** SS Racial /Prevention course development 21,900.00 $ 1.00 21,900.00	31 03 19		SU	1.00	21,900.00		

Special Instructions - Instructions spéciales:

Security - Sécurité
Does this requisition include security provisions? No / Non — Yes / Oui
Cette demande comprend-t-elle des exigences en matière de sécurité?
If yes, is a Security Requirement Check List (SRCL) required?
Si oui, une liste de vérification des exigences relatives à la sécurité(LVERS) est-elle requise?
No / Non — Yes / Oui
If an SRCL is required, attach the properly completed and signed SRCL to this requisition.
Si une LVERS est requise, la joindre dûment complétée et signée à cette demande.
If an SRCL is not required, but the requisition does include security provisions, explain why in the requisition.
Si une LVERS n'est pas requise, mais que la demande comprend des exigences en matière de sécurité, expliquer la raison dans la demande.
The undersigned certifies that this requistion, including any attached SRCL, accurately details the security provisions of this requirement.
Je, soussigné, certifie que cette demande, y compris toute LVERS, décrit exactement les exigences en matière de sécurité de ce besoin.

Signature (Mandatory - Obligatoire) — Date

Recommended by - Recommandé par
Signature — Date: 18-10-2018

PURSUANT TO SUB SECTION 32(1) OF THE FINANCIAL ADMINISTRATION ACT, FUNDS ARE AVAILABLE.
EN VERTU DU PARAGRAPHE 32(1) DE LA LOI SUR LA GESTION DES FINANCES PUBLIQUES, DES FONDS SONT DISPONIBLES.
Signature — Date: Oct. 18/18

The Undersigned approves this requisition and certifies that the necessary approvals have been obtained and requests PSPC to acquire the goods and/or services described herein.
Je, soussigné, approuve la présente demande, certifie, que les approbations requises ont été obtenues et demande à SPAC d'obtenir les biens et services décrits dans les présentes.

Signature — Date

(1)GST/HST extra: Must be shown seperately on invoice - Supplément
TPS/TVH: Doit être indiqué séparément sur la facture
(2)PST example - TWP non-applitable
(3)General Terms,Conditions and Payment Terms attached are part of this order
Les conditions générales et le mode de paiement à la pièce joint font partie de cette commande order partie de cette commande

ANNEX A

FIRST NATIONS' CANADA-UNITED STATES BORDER CROSSING ISSUES
ANALYSIS OF THE REPORT OF THE MINISTER'S SPECIAL REPRESENTATIVE

ISSUE	PROPOSED SOLUTION	DEPARTMENTAL LEAD
1. Issues with Treatment by Officers of the Canada Border Services Agency (CBSA)	4(1) Mandatory cultural awareness training for CBSA officers.	CBSA with input from INAC

1. OVERVIEW OF ISSUE AND PROPOSED SOLUTION

First Nations representatives believe that the Indigenous population are not treated in an appropriate manner by Border Service Officers (BSOs) at various ports of entry (POE). Specific issues identified during the engagement sessions included:

- *Profiling* – view that First Nations are subject to more questioning and searches than a person from a non-Indigenous background.
- *Disrespectful, inappropriate or racist comments* – concerns were expressed over the treatment of elders, and those who are not able to communicate in either English or French.
- *Improper handling or treatment of cultural or spiritual goods and medicines* – e.g. medicine cannot be admitted when the healer is unable to identify its scientific healing properties.

In his report, the Minister's Special Representative indicated that "*the overwhelming opinion of those attending the engagement sessions was that the mandatory training of CBSA officers in the history, culture, and rights of First Nations people should be instituted.*" The Minister's Special Representative also emphasized that "*in particular, it was thought that this training should be tailored around the First Nations in close proximity to the Port of Entry where the CBSA officer is posted and that these First Nations should participate in the design and implementation of the training.*"

2. CURRENT STATUS

The CBSA is actively working to promote Indigenous awareness and cultural sensitivity among front-line staff through training and internal engagement of employees. Currently, all CBSA employees are required to take "Creating a Respectful Workplace" delivered by Canada School of Public Service (CSPS), which gives them an enhanced understanding on how to behave of acceptable behaviour in the workplace. All employees are also required to complete the CBSA course entitled "Diversity and Race Relations".

Within the Office Induction Training Program, new recruits must complete the Diversity and Race Relations online course. Additionally, diversity content is also covered within the 18 week, in-class, facilitator led portion of the training including information on First Nations. The client service training and practical testing to ensure recruits are being courteous and respectful of all travellers includes a specific teaching point on the searching of articles of religious, spiritual and cultural significance for Aboriginal people.

Moving forward, the CBSA is looking to leverage the CSPS' *Indigenous Learning Series,* which is currently under development. The Indigenous Learning Series helps to address this priority by responding to the Truth and Reconciliation Commission's Call to Action #57: *"… to provide education to public servants on the history of Aboriginal peoples, including the history and legacy of residential schools, the United Nations Declaration on the Rights of Indigenous Peoples, Treaties and Aboriginal rights, Indigenous law, and Aboriginal-Crown relations."*

The objectives of the Indigenous Learning Series are to ensure that public servants: understand their duties and obligations; understand the history of Indigenous peoples, their contemporary experiences and their legal rights; and foster the creation of respectful relationships and work

effectively with Indigenous peoples in delivering relevant programs and services. When fully developed, the Indigenous Learning Series will feature a range of products including events, videos, online courses, workshops, armchair discussions, learning resources and job aids.

Once completed, the CBSA will look to leverage the Indigenous Learning Series and seek to fill in CBSA-specific gaps through other means (e.g. possibly updating our Diversity and Race Relations Course).

Lastly, the CBSA has also developed and delivered in partnership with the Mohawk Council of Akwesasne POE/regional-specific training for the Cornwall POE. BSOs at this POE receive online Akwesasne Awareness training and a 2-day Akwesasne Cultural Awareness training session in a classroom. This training provides officers with a better understanding of the history of the Akwesasne First Nation, the Mohawk people, and the contemporary issues they face today. Through this understanding, stronger positive relationships have started to build between BSOs at the port of Cornwall and members of the community of Akwesasne.

Although all CBSA employees need basic training, at the regional level the Agency has to explore actively engaging with Indigenous communities to co-develop and deliver a curriculum that meets everyone's needs (supports building personal connections with elders).

Successful behaviour change is a complex, long-term investment of engagement. Should the development of a training program be agreed upon, the frontline operation would also develop supporting protocols/procedures and a means to assess impact. The delivery of this activity would be an ongoing endeavour, which will require regular monitoring and enhancement over time to ensure it continues to meets the needs of the CBSA.

3. WITHIN CURRENT AUTHORITIES OR MANDATE REQUIRED

The development of cultural awareness training sessions would be covered under the Agency's current authority. The CBSA will need to work with CSPS to leverage their training products where possible.

4. POLICY AND LEGISLATIVE IMPLICATIONS / INTERDEPENDENCIES

There are no policy or legislative implications with the CBSA's continuing its existing work.

5. TIMEFRAME

To ensure the CBSA accurately reflects the views of First Nations, it will be important for the Agency to work in collaboration with the Indigenous population and develop culturally appropriate materials (will require engagement sessions be held across the country).

To avoid a duplication of efforts and ensure that the Public Service is maximizing its investment and the effectiveness of the training, the CBSA should wait for the release of the CSPS's Indigenous Learning Series. Based on what is created, the CBSA could then focus its efforts on 'filling the gap' and creating products and training that are needed to support the frontline in their day-to-day operations. The CSPS's final materials will likely be available in 2018.

6. COST IMPLICATIONS

In order to support the GoC's commitment for a renewed nation-to-nation relationship with the Indigenous population, it is likely that engagement sessions will need to be held across the country. The cost of the proposed projects is as follows:

- Updating the CBSA's cultural diversity program – minimal, can be done internally using the Agency's resources; and
- Creating 'regional specific programs' – $200k.
- I think 200K is low. CBSA pays MCA 1.1k per employee and so far has spent over 40k which does not include overtime costs nor costs associated with development of training.

In consultation with INAC, the Agency will also need to assess the costs associated with hosting engagement sessions with First Nations. In addition, there may also be costs associated with the participation of frontline staff in face-to-face training sessions, including ensuring shift coverage for employees on training as well as covering costs relating to First Nation participation in site-specific training design and delivery.

7. FIRST NATION ROLE / INTEREST IN BEING ENGAGED ON SOLUTION DESIGN

As mentioned in the Minister's Special Representative's Report, the Indigenous population is very interested in helping to both develop solutions, and being active partners (where possible) in their implementation.

8. CANADA-UNITED STATES CONSIDERATIONS

There may be an opportunity to share with our United States Custom and Border Protection colleagues' materials and protocols that both sides have developed.

9. PROPOSAL'S STRENGTHS / WEAKNESSES / OPPORTUNITIES / RISKS

Benefits:
- Ensuring a more consistent approach by BSOs when processing individuals of an Indigenous background at the POEs;
- Working to build a more harmonious relationship between CBSA officials and First Nations communities; and
- Supporting BSOs by providing them with the required knowledge to process a member of a First Nation community who is attempting to enter Canada through a POE.

Weaknesses:
- The timeline to develop the training will need to leverage the CSPS's ongoing work, to ensure the Agency is not duplicating efforts; and
- Undertaking engagement sessions with First Nations across the country will require a significant investment of expertise, time and resources due to the large number of distinct groups, cultures and languages.

Opportunities:
- Creating a standardized approach to processing Indigenous travelers will support the government's commitment to renewing a nation-to-nation relationship.

Risks:
- TBD

Taylor, Duane

From: Gauthier, Lyne
Sent: January 21, 2019 01:28 PM
To: 'Sara Delaney'
Cc: James, Alison; Griffiths, Karen
Subject: Best Practices _Narration
Attachments: Design Support Group Best Practices List.docx

Hi Sara,

Here is a draft document that our division is working on in order to standardize the vision and use of narration in our online learning products.

The Best Practices and the examples will definitely provide you and your team with more guidance on narration.

As Alison mentioned, we want to avoid the narration of short one-liners. We should use narration only when it can definitely add to the learning experience. Narration should always be complementary to the content, and instructions for activities should be written and not narrated.

Should you have any questions or require further information, please let me know!

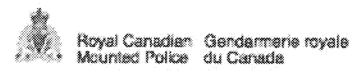
Thanks again,

Lyne

Taylor, Duane

From: Pratt, Jason
Sent: January 21, 2019 11:26 AM
To: Gauthier, Lyne
Subject: Design Support Group Best Practices List.docx

"Design Support Group Best Practices List.docx" can be accessed via the following link:



Canadä

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Operational Manual

ROYAL CANADIAN MOUNTED POLICE

Part 38 -- Table of Contents Amended: 2011-09-28 **Bulletin**

38.2. Bias-Free Policing

Related Links

(For information regarding this policy, contact National Crime Prevention Services, Contract and Aboriginal Policing.)

1. **General**

1. 1. Pursuant to the *Canadian Charter of Rights and Freedoms*, the *Canadian Human Rights Act*, sec. 37, *RCMP Act* and sec. 48, *RCMP Regulations*, RCMP members will provide equitable policing services to all people, while respecting diversity, as outlined in the bias-free policing definition in sec. 2.1.

1. 2. Bias-free policing supports the RCMP's mission, vision, values and commitments, which includes the RCMP's principles of community policing.

1. 3. Racial profiling includes any action or increased scrutiny against an individual based on his/her race, colour, ethnic or national origin.

1. 4. All operational and administrative directives must comply with the bias-free policing directives.

1. 5. Bias-free policing does not preclude the RCMP from conducting when necessary, specialized activities including the legitimate use of relevant information, indicators or the examination of behaviour to support police actions against criminal or potential criminal activity. These activities may include threat assessments, sex-offender profiling, intelligence/criminal analysis, geographical profiling or scientifically based information gathering, e.g. fingerprints and future biometric technology, permitted by law. Personal characteristics, listed in sec. 2.1., are never indicators of criminal activity.

1. 6. To identify a suspect, employees may continue to use observable physical descriptors, e.g. height, weight, hair and eye colour, an individual's race, skin colour or ethnicity, if such factors are relevant to describing a suspect.

1. 7. The principles of bias-free policing must be reflected in all employee relationships and in recruitment, cadet field training and in-service training.

2. **Definitions**

2. 1. **Bias-free policing** means equitable treatment of all persons by all RCMP employees in the performance of their duties, in accordance with the law and without abusing their authority regardless of an individual's race, national or ethnic origin, colour, religion, gender, sexual orientation, marital status, age, mental or physical disability, citizenship, family status, socio-economic status, or a conviction for which a pardon has been granted.

2. 2. **Racial or colour profiling** means attributing certain criminal activity to an identified group in society on the basis of race or skin colour resulting in the targeting of individual members of that group. Racial profiling may be consciously or unconsciously held.

2. 3. **Employee** includes all ranks, levels, and categories of persons employed by the RCMP.

3. **Employee**

3. 1. Do not engage in racial profiling.

3. 2. Provide all police services in accordance with the definition of bias-free policing. See sec. 2.1.

3. 3. You will be held accountable for, and must be able to articulate, the reasons for your actions.

3. 4. Immediately report to your supervisor/detachment commander, all allegations and observed incidents by employees in contravention of the bias-free policing policy.

4. **Detachment Commander/Supervisor**

4. 1. Ensure that employees under your command act in accordance with the bias-free policing policy and that your direction complies with these directives.

4. 2. Biased behaviour, intentional or unintentional, requires immediate intervention or investigation.

4. 3. For early prevention or intervention, consult with community leaders on issues of mutual concern and continue to establish community partnerships, e.g. with community leaders, community consultative groups, outreach programs.

4. 4. Immediately report all incidents/allegations in contravention of bias-free policing to your Commanding Officer/Cr. Ops. Officer. Include the following headings in your report: issue, background, current status, recommendation/strategic advice.

5. **Commanding Officer/Cr. Ops. Officer**

5. 1. Report all incidents/allegations in contravention of bias-free policing to the OIC National Crime Prevention Services.

References

- *Policing a Country Within a City*, Toronto Police Service Study
- United Nations Code of Conduct For Law Enforcement Officials - Article 1 and 2
- Brown v. Durham Regional Police Force (1998), 43 O.R. (3d) 223
- Hum v. RCMP (1986), 8 CHRR D/223 (F.C.A.)
- R. v. Villatoro (2002) B.C.J. No. 2293 (Prov. Ct.)
- R. v. Campbell (2005) Q.J. No. 394 (C. of Qbc)
- R. v. Byfield (2005) O.J. No. 228 (O.C.A.)
- RCMP Contract and Aboriginal Policing
- Human Rights Code

Amended: 2011-09-28 Important Notices

Taylor, Duane

From: Gauthier, Lyne
Sent: March 7, 2019 01:48 PM
To: Griffiths, Karen
Subject: BYB
Attachments: RPP-Storyboard_BYB-Revised_8feb19.docx

Sorry... Me again!

Here is the BYB received from .

De :
Envoyé : 7 mars 2019 12:42
À : Gauthier, Lyne
Objet : RE: Quick questions/comments - Racial profiling course

Hi Lyne:

Here's the version of *Before you Begin* prepared previously. We'd populated what we could based on the guiding document you'd sent – there are the still some items to complete based on the features.
If there is anything else you need us to do on this, just let me know.
Re having a look at the course, we're curious how it was brought to life, but if it's difficult to organize on your side don't worry about it.
Thanks,

From: Gauthier, Lyne <Lyne.Gauthier@cbsa-asfc.gc.ca>
Sent: March-06-19 8:43 AM
To:
Subject: Quick questions/comments - Racial profiling course

Good morning

I'm back to the office and just had a quick discussion with Karen from Learning technologies this morning.

She was wondering why there isn't a *Before you Begin* section. I was under the impression we agreed that you'd develop one after the design of the 3 modules. Could you please confirm?

Also, I'll need to confirm with the OPIs whether or not the content of the course is protected. Karen told me she was trying to find a way to send you a draft course to view and Dropbox would be one option should the content be not protected.

Thanks,

Lyne

Taylor, Duane

From: Gauthier, Lyne
Sent: January 21, 2019 01:31 PM
To:
Subject: BYB_Reference Document
Attachments: Standardizing Sections of Online Courses.docx

Hello again !

I'm sending you this document as well as it relates to the *Before You Begin* section we always include at the beginning of our online courses. We could work on this section and the conclusion after Module 3. I realise that some content from Module 1 could possibly be useful in the BYB.

Thanks,

Lyne

Taylor, Duane

From:
Sent: February 7, 2019 09:29 AM
To: Sasaki, Karen
Cc: Gauthier, Lyne
Subject: Canadian data on ineffectiveness of racial profiling
Attachments: RPP-Storyboard_Mod2-draft_14jan19_v3 SWFM_MS comments.docx

Hi Karen:
Hope all is well. Lyne mentioned to get in touch with you for any questions while she's away. In module 2 (see p 6 of the attached) we included data from US Customs indicating the ineffectiveness of racial profiling in uncovering contraband. Scott and Martine are wondering if there is any equivalent / similar Canadian data. Would you happen to know?
If this is not available, we found some recent similar data from UK law enforcement - we could include some of that to "round out" the picture a bit instead:
https://www.equalityhumanrights.com/en/race-britain/stop-and-think-again
Thanks in advance,

From: Wallace, Scott
Sent: February-06-19 11:00 PM
To: ; Senior, Martine
Subject: RE: Draft storyboard #3

For Canadian data, I would suggest asking Lyne Gauthier if she has any suggestions. If not available, it's ok it's just that if we have it it makes the course more relevant to our Officers. Perhaps Martine can respond to the question re: racialized and Indigenous communities.

Scott A. Wallace, M.Ed, CHRL
Senior Program Advisor, Employment Equity and Diversity, HR Branch
Canada Border Services Agency / Government of Canada
scott.wallace@cbsa-asfc.gc.ca / Tel: 613-954-1145 / TTY: 866-335-3237

Conseiller principal en programmes, Équité en matière d'emploi et diversité, Direction générale des RH
Agence des services frontaliers du Canada / Gouvernement du Canada
scott.wallace@cbsa-asfc.gc.ca / Tél: 613-954-1145 / ATS: 866-335-3237

From:
Sent: February 6, 2019 10:56 AM
To: Senior, Martine <Martine.Senior@cbsa-asfc.gc.ca>
Cc: Wallace, Scott <Scott.Wallace@cbsa-asfc.gc.ca>
Subject: RE: Draft storyboard #3

Hi Martine and Scott:
Thanks so much for these comments - we do a lot of work in the area of unconscious bias, so really enjoyed working on this module !
A couple of questions about your comments on modules 2-3:

- Who should we contact to see if there is any Canadian data equivalent to the research from US Customs? Would this be Louis? If not available, is it ok as is?
- Re your comment on referring to both racialized and Indigenous communities - we followed the approach of Ontario Human Rights to address Indigenous peoples specifically as their experience is based on a different dynamic/context - e.g. see "Why a separate section for the Aboriginal community?" in http://www.ohrc.on.ca/en/paying-price-human-cost-racial-profiling/impact-racial-profiling-aboriginal-community
  At the same time, Indigenous peoples are not specifically mentioned in your directive. So, some options would be to:
  - refer consistently to both racialized and Indigenous peoples throughout; and/or
  - to also address your comment in Module 2 - "What is our role as BSOs in preventing racial profiling?" - we could change the last bullet (about disciplinary measures) to refer to the wider obligation in the directive to "provide service in a manner that does not demean a person's dignity and is respectful of human rights" - and mention here that both racialized and Indigenous peoples are included, if that would be appropriate?

We will send back the tweaks we make for your final sign off, in any case, so you can see how it flows.
Thanks,

From: Senior, Martine <Martine.Senior@cbsa-asfc.gc.ca>
Sent: February-05-19 3:14 PM
To:
Cc: Wallace, Scott <Scott.Wallace@cbsa-asfc.gc.ca>
Subject: RE: Draft storyboard #3

Hi

Please find Scott's comments and mine; apologies for the delay. This module was really excellent and clear! I noticed the gender-neutral language; thank you. And great pictures of people, depicting so many different backgrounds and races. Really well done!

Have a wonderful evening,

Martine and Scott

From:
Sent: February 1, 2019 4:43 PM
To: Wallace, Scott <Scott.Wallace@cbsa-asfc.gc.ca>
Cc: Senior, Martine <Martine.Senior@cbsa-asfc.gc.ca>
Subject: Re: Draft storyboard #3

Hi Martine and Scott
Thanks for the follow up - even Tuesday by noon should be fine if that helps.
Sara

On Feb 1, 2019, at 4:12 PM, Wallace, Scott <Scott.Wallace@cbsa-asfc.gc.ca> wrote:

> My bad too as I was to have provided Martine with my comments re: module 2 – they're here sitting on my desk. I'll see if I can do them tonight/tomorrow. I'll see if I can do module 3 too.
>
> Scott A. Wallace, M.Ed, CHRL
> Senior Program Advisor, Employment Equity and Diversity, HR Branch
> Canada Border Services Agency / Government of Canada
> scott.wallace@cbsa-asfc.gc.ca / Tel: 613-954-1145 / TTY: 866-335-3237
>
> Conseiller principal en programmes, Équité en matière d'emploi et diversité, Direction générale des RH
> Agence des services frontaliers du Canada / Gouvernement du Canada
> scott.wallace@cbsa-asfc.gc.ca / Tél: 613-954-1145 / ATS: 866-335-3237
>
> ---
>
> **From:** Senior, Martine
> **Sent:** February 1, 2019 3:22 PM
> **To:** '
> **Cc:** Wallace, Scott <Scott.Wallace@cbsa-asfc.gc.ca>
> **Subject:** RE: Draft storyboard #3
>
> Good afternoon

Apologies for the silence; I was on holidays, and back at work only this week. I will definitely work on this on Monday.

Thank you for your patience and my apologies for the delay in answering you.

Have a wonderful week-end and keep warm ☺
Martine

From:
Sent: February 1, 2019 9:28 AM
To: Charland, Louis <Louis.Charland@cbsa-asfc.gc.ca>; Senior, Martine <Martine.Senior@cbsa-asfc.gc.ca>
Cc: Pritchard, Keith <Keith.Pritchard@cbsa-asfc.gc.ca>; Gauthier, Lyne <Lyne.Gauthier@cbsa-asfc.gc.ca>; Wallace, Scott <Scott.Wallace@cbsa-asfc.gc.ca>; Nguyen, Nhung <Nhung.Nguyen@cbsa-asfc.gc.ca>; Dimitrova, Catrin <Catrin.Dimitrova@cbsa-asfc.gc.ca>
Subject: RE: Draft storyboard #3

Good morning Louis and Martine:
Thanks for this feedback.
Lyne Gauthier and I spoke earlier this week, and we're aiming to get everything wrapped up by next Friday (Feb 8). To do this, it would be very much appreciated if you could send any further feedback by end of Monday (February 4) if possible. That would give us time to confirm any final changes with you.
Have a great weekend everyone,

From: Charland, Louis <Louis.Charland@cbsa-asfc.gc.ca>
Sent: January-31-19 10:50 AM
To:
Cc: Pritchard, Keith <Keith.Pritchard@cbsa-asfc.gc.ca>; Gauthier, Lyne <Lyne.Gauthier@cbsa-asfc.gc.ca>; Wallace, Scott <Scott.Wallace@cbsa-asfc.gc.ca>; Nguyen, Nhung <Nhung.Nguyen@cbsa-asfc.gc.ca>; Senior, Martine <Martine.Senior@cbsa-asfc.gc.ca>; Dimitrova, Catrin <Catrin.Dimitrova@cbsa-asfc.gc.ca>
Subject: RE: Draft storyboard #3

HI

We read over the document with no issues, it is easy to follow and understand.

Thank you...............Louis

From:
Sent: January 29, 2019 6:56 AM
To: Charland, Louis <Louis.Charland@cbsa-asfc.gc.ca>; Senior, Martine <Martine.Senior@cbsa-asfc.gc.ca>
Cc: Pritchard, Keith <Keith.Pritchard@cbsa-asfc.gc.ca>; Gauthier, Lyne <Lyne.Gauthier@cbsa-asfc.gc.ca>; Wallace, Scott <Scott.Wallace@cbsa-asfc.gc.ca>; Nguyen, Nhung <Nhung.Nguyen@cbsa-asfc.gc.ca>
Subject: RE: Draft storyboard #3

Good morning Louis and Martine:
Attached is the final storyboard for your review. Once you've sent your comments on this one, we'll do a final review of all three modules for consistency.
Thanks in advance and have a good day,

From: Charland, Louis <Louis.Charland@cbsa-asfc.gc.ca>
Sent: January-21-19 9:44 AM
To:
Cc: Pritchard, Keith <Keith.Pritchard@cbsa-asfc.gc.ca>; Gauthier, Lyne <Lyne.Gauthier@cbsa-asfc.gc.ca>; Wallace, Scott <Scott.Wallace@cbsa-asfc.gc.ca>; Nguyen, Nhung <Nhung.Nguyen@cbsa-asfc.gc.ca>; Senior, Martine <Martine.Senior@cbsa-asfc.gc.ca>
Subject: RE: Draft storyboard #2

Hi

Our few comments are incorporated in the attached document and are of the opinion that the content will resonate with the audience.

Thank you……………..Louis

From:
Sent: January 17, 2019 7:44 AM
To: Senior, Martine <Martine.Senior@cbsa-asfc.gc.ca>; Charland, Louis <Louis.Charland@cbsa-asfc.gc.ca>
Cc: Pritchard, Keith <Keith.Pritchard@cbsa-asfc.gc.ca>; Gauthier, Lyne <Lyne.Gauthier@cbsa-asfc.gc.ca>; Wallace, Scott <Scott.Wallace@cbsa-asfc.gc.ca>; Nguyen, Nhung <Nhung.Nguyen@cbsa-asfc.gc.ca>
Subject: RE: Draft storyboard #2

Hi Martine and Louis:
Happy new year. Please find attached storyboard #2 for your review. This one is very specific to your workplace, so we'd really appreciate a thorough review to ensure all details are correct and will resonate with the audience.
Many thanks in advance – have a good day.

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From: Senior, Martine <Martine.Senior@cbsa-asfc.gc.ca>
Sent: December-21-18 2:24 PM
To:
Cc: Pritchard, Keith <Keith.Pritchard@cbsa-asfc.gc.ca>; Gauthier, Lyne <Lyne.Gauthier@cbsa-asfc.gc.ca>; Wallace, Scott <Scott.Wallace@cbsa-asfc.gc.ca>; Nguyen, Nhung <Nhung.Nguyen@cbsa-asfc.gc.ca>; Charland, Louis <Louis.Charland@cbsa-asfc.gc.ca>
Subject: RE: Draft storyboard #1

Hi !

Please see comments and suggestions in Track changes; thank you to Scott for his input.

Two main comments are:

- Whenever it's possible, to use a gender neutral language, except of course when you give an example of a "Black young man" for instance since the focus is about racial profiling
- Give a glossary of main terms with clear definitions of concepts
- Add when possible an example of a BSO or of a situation at borders; maybe Steve's group can provide one or two examples.

Have a merry Christmas with family and friends and a healthy 2019.

Martine

From:
Sent: December 18, 2018 8:57 AM
To: Senior, Martine <Martine.Senior@cbsa-asfc.gc.ca>; Charland, Louis <Louis.Charland@cbsa-asfc.gc.ca>
Cc: Pritchard, Keith <Keith.Pritchard@cbsa-asfc.gc.ca>; Gauthier, Lyne <Lyne.Gauthier@cbsa-asfc.gc.ca>; Wallace, Scott <Scott.Wallace@cbsa-asfc.gc.ca>; Nguyen, Nhung <Nhung.Nguyen@cbsa-asfc.gc.ca>
Subject: Draft storyboard #1

Hi Louis and Martine:
Please find attached storyboard #1 for your review and comment.
It might be easiest to review in this order:
- Transcript text (narrated)

- Content (on screen)
- Visuals (images to reinforce learning)
The other technical items will be reviewed by your colleagues in learning development.
Thanks in advance,

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From: Senior, Martine <Martine.Senior@cbsa-asfc.gc.ca>
Sent: December-10-18 1:21 PM
To:
Cc: Charland, Louis <Louis.Charland@cbsa-asfc.gc.ca>; Pritchard, Keith <Keith.Pritchard@cbsa-asfc.gc.ca>; Gauthier, Lyne <Lyne.Gauthier@cbsa-asfc.gc.ca>; Wallace, Scott <Scott.Wallace@cbsa-asfc.gc.ca>; Nguyen, Nhung <Nhung.Nguyen@cbsa-asfc.gc.ca>
Subject: RE: Draft Learning Design Plan

Good afternoon

My colleague gave me some comments that may have been considered already; otherwise, if you feel they are valuable, you may incorporate.

- Explain **why** racial profiling training is important for BSO's e.g. it may not be viewed as a Human Rights issue or discrimination http://www.ohrc.on.ca/en/under-suspicion-research-and-consultation-report-racial-profiling-ontario/2-why-examine-racial-profiling .

- How does the Government of Canada / CBSA define racial profiling? Here, for example is US CBP's definition https://www.cbp.gov/faqs/what-racial-profiling

- What are the CBSA's explicit expectations regarding racial profiling e.g. it is absolutely not to be done? What does the People Processing Manual say? Maybe for Louis' group to answer?

- Studies show that racial profiling does not work in terms of reducing criminal activity/hits. Should CBSA show some comparisons of us to US CBP re: profiling?

> *Similarly, when the U.S. Customs Service reformed their search procedures to eliminate racial, ethnic and gender bias in their search activity while instituting*
> *stronger supervisor oversight for searches, they were able to conduct 75% fewer searches without reducing the number of successful searches for contraband*
> *carrying passengers. And, the hit rates were essentially the same for 'Whites', 'Blacks' and 'Hispanics'. This means that by eliminating racial profiling, the*

Customs Service was more efficient and equally likely to catch passengers carrying contraband while reducing the number of innocent people who were
subjected to the indignity of a search by three-quarters. Source (page 15 of)
http://www.ohrc.on.ca/sites/default/files/attachments/Paying_the_price%3A_The_human_cost_of_racial_profiling.pdf

- The learning plan includes impacts of racial profiling on individuals and the community but does not appear to include content related to the impact on the CBSA / federal institutions.

  A social cost of racial profiling that is closely related to "compromising our future" is the significant mistrust that develops, both in children and adults, of our key
  institutions. Source (page 22 of)
  http://www.ohrc.on.ca/sites/default/files/attachments/Paying_the_price%3A_The_human_cost_of_racial_profiling.pdf

- Maybe referencing a recent, realistic example (although not always limited to law enforcement) will add value
  https://www.thestar.com/news/canada/2018/05/28/for-black-and-indigenous-people-its-part-of-daily-life-the-impact-of-racial-profiling-in-canada.html
  https://toronto.citynews.ca/video/2017/11/27/manitoba-grand-chief-sounds-alarm-on-racial-profiling-in-canadian-retail-stores/

Thanks,
Martine

From:
Sent: December 10, 2018 8:33 AM
To: Senior, Martine <Martine.Senior@cbsa-asfc.gc.ca>
Subject: RE: Draft Learning Design Plan

Hi Martine:
Thanks and no problem - we can make any adjustments needed once you send your comments.
Have a good day,

From: Senior, Martine <Martine.Senior@cbsa-asfc.gc.ca>
Sent: December-07-18 4:05 PM
To:
Cc: Pritchard, Keith <Keith.Pritchard@cbsa-asfc.gc.ca>; Gauthier, Lyne <Lyne.Gauthier@cbsa-asfc.gc.ca>; Charland, Louis <Louis.Charland@cbsa-asfc.gc.ca>
Subject: RE: Draft Learning Design Plan

Apologies; will email you on Monday; I haven't yet finished reading the document but so far, all looks good.

Have a great week-end,
Martine

From:
Sent: December 6, 2018 11:07 AM
To: Charland, Louis <Louis.Charland@cbsa-asfc.gc.ca>
Cc: Pritchard, Keith <Keith.Pritchard@cbsa-asfc.gc.ca>; Gauthier, Lyne <Lyne.Gauthier@cbsa-asfc.gc.ca>; Senior, Martine <Martine.Senior@cbsa-asfc.gc.ca>
Subject: RE: Draft Learning Design Plan

Hi Louis:
Thanks to you and your colleagues for reviewing and providing this clarification. We will add Marine to the audience description.
We've started on the storyboards and are working towards having a draft of the first one to you for the end of next week.
Enjoy the rest of your day,

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@gmdiversity

From: Charland, Louis <Louis.Charland@cbsa-asfc.gc.ca>
Sent: December-06-18 9:28 AM
To:
Cc: Pritchard, Keith <Keith.Pritchard@cbsa-asfc.gc.ca>; Gauthier, Lyne <Lyne.Gauthier@cbsa-asfc.gc.ca>; Senior, Martine <Martine.Senior@cbsa-asfc.gc.ca>
Subject: FW: Draft Learning Design Plan

Hi

We've reviewed the Learning Design Plan and agree with each given topics and strategies for the course.

Minor correction………the intended audience should include Marine as well.

Thank you……………Louis

Louis Charland
A / Senior Program Advisor | Conseiller principal de programmes p.i.
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Government of Canada | Gouvernement du Canada

From:
Sent: December 3, 2018 10:48 AM
To: Charland, Louis <Louis.Charland@cbsa-asfc.gc.ca>; Senior, Martine <Martine.Senior@cbsa-asfc.gc.ca>
Cc: Gauthier, Lyne <Lyne.Gauthier@cbsa-asfc.gc.ca>
Subject: Draft Learning Design Plan

Hi Louis and Martine:
Hope you had a good weekend. Please find attached the draft Learning Design Plan for your review.
It may be easiest to review the summary of our needs assessment at the back of the document first, followed by the proposed design. Lyne Gauthier has already reviewed it from a learning perspective.
Would it be possible to receive your feedback by the end of this week? To keep within timelines, we are going to get started on the storyboards as you review and can adjust once we receive your comments.
Thanks in advance,

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@gmdiversity

Taylor, Duane

From:
Sent: February 21, 2019 11:03 AM
To: Griffiths, Karen
Cc: Gauthier, Lyne
Subject: Case law in Module 2 - Preventing Racial Profiling at the Front Line

Hi Karen:
Hope you're having a good day.
Lyne mentioned that she still had a question mark about the design of the case study examples in Module 2 of the course.
An alternative would be to use multiple images - i.e. one image for each section: the situation, the judgement and learnings from this case. The images could change while the learner is reading - e.g. fade in and fade out.
What do you think? Would you like us to identify additional images to use?
Thanks in advance,

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From: Gauthier, Lyne
Sent: January-21-19 1:28 PM
To:
Cc: James, Alison ; Griffiths, Karen
Subject: Best Practices _Narration

Hi

Here is a draft document that our division is working on in order to standardize the vision and use of narration in our online learning products.

The Best Practices and the examples will definitely provide you and your team with more guidance on narration.

As Alison mentioned, we want to avoid the narration of short one-liners. We should use narration only when it can definitely add to the learning experience. Narration should always be complementary to the content, and instructions for activities should be written and not narrated.

Should you have any questions or require further information, please let me know!

Thanks again,

Lyne

Taylor, Duane

From: Johnston, Anneka
Sent: April 24, 2019 02:01 PM
To: Bacon, Jason
Subject: CBSA Daily - Draft message promoting Preventing Racial Profiling at the Frontline

Hi Jason,

Following our meeting last Thursday with communications, I drafted a short message that we could publish in the CBSA Daily to promote the new course *Preventing Racial Profiling at the Frontline*.

[Image]	**New CBSA course!** The Training and Development Directorate is pleased to announce the launch of the online course ***Preventing Racial Profiling at the Frontline*** **(H1015-P)**, available on the Self-Service Portal. This course is intended for all Border Services Officers (BSOs). Learn more here.

What do you think?

- The "here" in "Learn more here" could link to an OPI message or an OB. We could remove it if there currently isn't any other messaging.
- Would you have an image we could include in the message that would represent the course subject matter?

Anneka Johnston

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Overall:

Two main comments are:

- Whenever it's possible, to use a gender-neutral language, except of course when you give an example of a "Black young man" for instance since the focus is about racial profiling
- Give a glossary of main terms with clear definitions of concepts
- Add when possible an example of a BSO or of a situation at borders; maybe Steve's group can provide one or two examples.

- GM suggestion:
- Re your comment on referring to both racialized and Indigenous communities - we followed the approach of Ontario Human Rights to address Indigenous peoples specifically as their experience is based on a different dynamic/context - e.g. see "Why a separate section for the Aboriginal community?" in http://www.ohrc.on.ca/en/paying-price-human-cost-racial-profiling/impact-racial-profiling-aboriginal-community
  At the same time, Indigenous peoples are not specifically mentioned in your directive. So, some options would be to:
    - refer consistently to both racialized and Indigenous peoples throughout; and/or

CBSA reply:

I will take your suggestion of:

"refer consistently to both racialized and Indigenous peoples throughout".

Transcript Section

If there's not Audio or video this section should be left blank.

Note: We recommend not using audio to say what's in the text content, because if the text changes it's complicated to modify the audio.

Unless it's a scenario or an audio that would bring new information it's best not to use it.

- Where should we add additional explanatory notes for the developer? These can go in the interactivity section
- Do we need to tag objects as well as images (e.g. text boxes, markers)? nope
- To activate narration, what is the standard instruction to use? Do you insert a playbar at the top or bottom of the screen? E.g. "Select spacebar to begin / continue." We use a standard "audio" icon, but you could write the instructions. Please remember that for accessibility, the user is forced to click pay to listen to audio. So it really doesn't work to only have one line of text narrated. I think we could insert the audio play bar anywhere in the section. You could just say "insert audio" here in the content section of the storyboard.

- Do we need to include images on the knowledge check screens? You could say "please add appropriate "Knowledge check" icon"

Before you begin

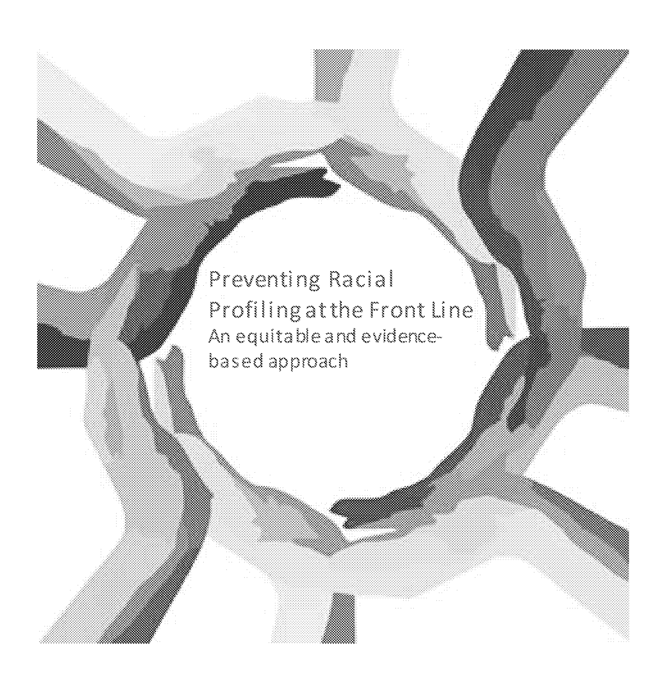
See doc from Lyne

Module 1

Course title:

Preventing Racial Profiling at the Front Line: An equitable and evidence-based approach

Example:



Module 1: Understanding the concepts

What is racism?:

If possible, put a CBSA example without giving details of the POE.

What is racial discrimination?:

CBSA example if possible. Also, at the end of this content, can religion be a form of racial discrimination? Not sure…

What is the link between race and privilege:

Define privilege earlier in the module.

Instead of the example of shopping, use an example more linked to travellers.

What is racial profiling?

To this point, racial profiling has not yet been defined in depth. Maybe give a more complete definition before this page? Also, add definition of “stereotype” to the glossary.

What does racial profiling look like?

Add a BSO example: sending a traveler to secondary based on their place of birth and no other indication.

If not referring specifically to a “Black young man” or a “Muslim woman”, etc. when the focus is on the gender, would there be a possibility to avoid “he” and “she” throughout the training? We want to try and get used to gender neutral content. Not sure if it’s possible.

How does the context of racism affect experiences of racial profiling?

Instead of “pay the price”, suggestion of using “can/may be affected”.

Explain a bit why those dates are important and linked to racism.

What are the risks of racial profiling for CBSA?

Add a sentence to indicate impact on travellers.

I would take out the word “diverse” before the word “mandate”.

Module 2

Why is racial profiling training important for BSOs?

Suggest mentioning that the training brings awareness that profiling can be intentional but also inadvertent

How can BSOs provide non-discriminatory treatment?

I tweaked some of the language, suggest using the following :

- Identifying a traveller or vehicle for a secondary inspection
- Selecting a traveller for a random inspection

Suggest removing "selecting an individual for a pre-flight or swab check" as this is more in line with an activity performed by CATSA security and replaced with the following:

Selecting an individual while conducting roving activities.

- Page 15, little error: These can give u some insights
- Cases: It may be a bit too wordy. Could you try to summarize them and keep only the essential (The judgement sections for McKay, Elmardy and Davies, especially)? Maybe this would be a good example for narration and bullet points to summarize.
- Throughout the document, some questions have 2 or 3 question marks ?? (see pages 8 and 31)
- Glossary: will you provide LT the various definitions?

Is racial profiling an effective tool?:

Do we have any Canadian data? And maybe do a comparison between the US data and the Canadian data.

GM suggestion:

Also, we found some recent data from UK law enforcement indicating the ineffectiveness of racial profiling (similar to the US Customs one). If there is no Canadian data we will include some of that to "round out" the picture a bit.

https://www.equalityhumanrights.com/en/race-britain/stop-and-think-again

CBSA reply:

For Canadian data, I would suggest asking Lyne Gauthier if she has any suggestions. If not available, it's ok it's just that if we have it it makes the course more relevant to our Officers.

CBSA reply:

Fantastic about the UK data; thanks for finding that information.

Is this the year 1998 or 1998 hits.

Same as above. Is this a year or number of hits?

Narration - In the text below – suggest changing suspect to traveller. Is there another word for stopped. It's too police force type language. Maybe questioned?

What is our role as BSOs in preventing racial profiling?

Is the third question (3: Racial profiling is not acceptable at CBSA, and can result in severe disciplinary measures, up to dismissal) properly phrased given the question? Additionally, what is our legal reference to the statement that employees who are profiling will be disciplined? Was a fact check done by LR?

> GM suggestion:
>
> We can rephrase to make it fit with the question, but we just wanted to confirm that it the content is appropriate. It is not mentioned in the Directive, but research we did to inform the content noted that it is a good practice to mention disciplinary measures. One alternative would be to change the last bullet (about disciplinary measures) to refer to the wider obligation in the directive to "provide service in a manner that does not demean a person's dignity and is respectful of human rights".
>
> CBSA reply:
>
> I agree with the alternative, perhaps we could tie this in with the CBSA's code of conduct. Here is a suggestion for your consideration:

- Racial profiling is not acceptable at CBSA, as employees of the CBSA, we are guided in our day-to-day work by our shared values of Integrity, Respect, and Professionalism as described in CBSA's *Code of Conduct*.

Suggest adding secure after the word safe. Do we treat goods with integrity and respect? People yes. Goods though? Are there other choices that would be better?

How can we exercise our authority appropriately?

The last sentence says nationality, race, place of origin or gender. This is the first time gender is introduced. Additionally, we used national or ethnic origin on page 9 but here we use nationality and place of origin. We should try to be consistent throughout.

How can BSOs provide non-discriminatory treatment?

Change the word suspect to traveller on the next page.

We use race, ethnicity or religion here but as mentioned previously we've used other terms as well. We should strive for consistency.

Case law: More intensive investigation into shop-lifting allegation based on shopper's race

Remove the words "is recommended" as it seem misplaced. Check the link as it wouldn't

Quiz question #1

Check this as a genetic characteristic can be skin colour, eye colour, etc. This may be confusing for learners added to which it doesn't group with convictions or suspended records.

Quiz question #2

Suspect or traveller?

In our environment, is concrete offence or should it be multiplicity of indicators?

Suspect - Same as above.

Module 3

The power of first impressions

Suggest "During your shift, you …"

What forms can unconscious bias take?

Missing the word rather before than.

Which situations can activate our unconscious bias?

Need to check this. Does unconscious bias apply to non-human factors like a plane and a shipping container? Bias might affect how we process a shipping container but in this course we're talking about racial profiling so I'm not sure planes and shipping containers are strong examples. The first 3 examples that Sara has provided are good ones.

Unconscious bias in practice – examples from the research

These are good examples. Perhaps this is an opportunity to ask a reflective question of learners about examples at the CBSA.

How can we build public confidence in our inclusive approach?

Why have we specifically identified Indigenous communities here? To-date we've referred to national or ethnic origin, etc. not mentioning Indigenous communities specifically. We know Fallen Davis is an Indigenous Person, but focusing on Indigenous People here seems out of place given the prior references.

CBSA reply:

I will take your suggestion of:

"refer consistently to both racialized and Indigenous peoples throughout".

Taylor, Duane

From: Gauthier, Lyne
Sent: March 26, 2019 02:03 PM
To: Griffiths, Karen
Subject: Changes Module 3

Me again! Here are my final suggestions

1. Should be: onglet instead of titre

Quelles situations peuvent act
inconscients?

Au cours d'une journée particulièrement occupée au travail, il se peut que vo
lieu d'essayer quelque chose de nouveau. Parallèlement, dans certaines situa
préjugés inconscients afin de combler les renseignements manquants.

En tant qu'ASF, nous avons un travail de première ligne exigeant et nous devo
prévoyant l'apparition de nos préjugés inconscients dans de telles situations,
moment venu.

Cliquez sur chaque titre pour en apprendre davantage.

2. Feedback is in English

Le traitement différentiel : inconsciemment, ces associations automatiques peuvent influencer nos réactions et nos interactions avec cette personne, ce qui peut donner lieu à des comportements discriminatoires.



Comment les préjugés inconscients peuvent-ils se transformer en profilage racial?

Incorrect. The ordered steps for how bias can lead to racial profiling:

1. **Stereotype:** Negative stereotypes are present in society about racialized or Indigenous peoples (such as, criminality, trustworthiness, credibility or intelligence), which are reinforced by explicit or implicit messages from the media
2. **Unconscious bias:** Our brain, over time, makes an unconscious automatic association between the group of people and the stereotype
3. **Activating situation:** Especially when in a new or unfamiliar situation, the unconscious bias can activate and we treat the individual as if they fit the stereotype
4. **Differential treatment:** These automatic associations can then, without us being conscious of it, influence how we react to and interact with this person, sometimes resulting in discriminatory behaviour

Afficher la bonne réponse. | Afficher la rétroaction

3. Please change « pouvant « with « peuvent »

Les préjugés inconscients dans la prati
exemples tirés de la recherche

Les formes inconscientes de discrimination sont universelles. Voici quelques exemples de leur incidence sur notre processus décisionnel :

- Les policiers réduisent la vitesse des contraventions émises aux personnes qui ont le même prénom qu'eux;
- Les juges imposent des peines plus courtes aux défendeurs qui reçoivent leur sentence le jour de leur anniversaire;
- Les candidats à un emploi qui ont un nom d'origine indienne, pakistanaise ou chinoise ont moins de chance d'être convoqués à une entrevue que ceux qui ont un nom anglophone traditionnel;
- Dans les salles d'urgence, les patients blancs reçoivent des antidouleurs plus forts que les patients noirs ou hispaniques.




Pouvez-vous cerner quelques exemples où des préjugés inconscients pouvant avoir une incidence sur les décisions que nous prenons à titre d'ASF?

4. Final scenario
   Some feeedback is still in English. Please make sure to incorporate all the French feedback provided this morning.



Thank you so much for your help and patience Karen. It was truly appreciated.

Lyne

Taylor, Duane

From: Gauthier, Lyne
Sent: March 15, 2019 03:11 PM
To: Griffiths, Karen
Cc: James, Alison
Subject: Changes to Preventing Racial Profiling at the Front Line 2 of 2

Importance: High

Hello Karen,

Here are the changes I have proposed to the OPIs for the English version (and got approved! ☺). As you'll see, the biggest change is the complete deletion of the narration.

MODULE 1

Tittle: What is racial profiling? Script is exactly like content
Suggestion: delete narration-script

MODULE 2

1) Tittle: Why is racial profiling training important…

Suggestion: delete narration and have part of script added to content (delete text in yellow)

As mentioned in module 1, negative stereotypes about racialized and Indigenous peoples are prevalent across society and in our institutions. These stereotypes are powerful and none of us are immune to their influence – either consciously or unconsciously.
We also saw that racial profiling is not just a mere inconvenience – but a serious human rights issue, which can harm those who experience just as much as other forms of racial discrimination.
In sum, racial profiling is a complex topic – not being clear on what it is, how it can happen and the role we can play in preventing it could lead some to be cautious when interacting with travellers.
This training will develop your awareness and skills on the topic of racial profiling, so you are more confident to fully engage with travellers from all backgrounds in an inclusive way. This, in turn, supports CBSA to build and maintain the trust of the public and communities we serve.

2) Tittle: Is Racial profiling an effective tool?

Suggestion: delete narration and have script added to content (delete text in yellow)

Racial profiling has been shown to be neither an effective nor an efficient law enforcement strategy. There is no racial or religious profile for people who conduct illegal activity. In fact, focusing predominantly on a specific racial profile could lead to overlooking a traveller that does not match the given profile. It can also result in many innocent people being questioned for little reason other than the colour of their skin, religious dress, or country on their passport, for example. This can alienate communities we rely on for support and to whom we have an obligation to protect - and can undermine the legitimacy of our work.

Research done by US Customs..... (Participants will see the stats and summary. Self-explanatory.)

3) Tittle: What is our role as BSOs….

Suggestion: have script in text content instead of narrated

As a BSO you are trained to keep our borders safe and secure, and to ensure the free flow of people with professionalism, integrity, and respect. As representatives of Canada, BSOs play an essential role to abide by and uphold our laws, including our commitment to human rights. A key part of this is challenging the negative stereotypes about communities we serve, and never engaging in discriminatory or harassing behaviour in any of our duties. Being aware of, and preventing, racial profiling is consistent with our values and an important obligation of every BSO.

4) Tittle: How can we exercise….

Suggestion: Delete text in yellow and put the rest in content, not script

As BSOs, we have comprehensive and robust protocols in place to guide the decisions we make every day on the front lines. These protocols support us to demonstrate our values when enforcing the laws of Canada.
Every crossing, however, presents a unique and often complex set of variables. We often need to read between the lines and use our discretion in determining the best course of action in sometimes unclear situations. We draw on our training, experience, intelligence-based indicators, and our knowledge of the law to make our best judgement.
Discretion allows us the flexibility needed to do our jobs quickly and efficiently. However, in line with our values, we have a responsibility to exercise this power fairly – while recognizing, respecting and valuing each person's differences. We must ensure that all persons, including Canadian citizens, seeking entry to Canada are subject to the same rules and regulations – regardless of race, colour, national or ethnic origin, religion or any other personal characteristic.

Followed by the existing text

We must use our discretion appropriately to ensure that all persons, including Canadian citizens, seeking entry to Canada are subject to the same rules and regulations – regardless of race, colour, national or ethnic origin, religion.

MODULE 3

1) Tittle: The Power of first impressions..

   Delete script and put it in the content.

   > Imagine you are working as the "point" officer in processing E311 declaration cards at the border. During your shift, you serve a diversity of travellers.
   >
   > Reflect upon what comes to mind when you interact with the people displayed in the images to follow. Be honest and answer quickly.
   >
   > Your answers will not be saved and cannot be attributed to you – they will only be used to give you some insights into your thought processes.

2) Tittle: Which situations can activate our....

   Reformat the text

   During a particularly busy day at work you might choose your "go-to" lunch at the cafeteria rather than trying something new. Similarly, in certain situations our brain will be more likely to activate our unconscious biases to fill in missing information.

   We experience many of these situations as BSOs in our demanding jobs on the frontline. By anticipating that our unconscious biases may arise in such situations, we can prepare ourselves to disrupt them when they arise.

3) Tittle: What can we do to disrupt....

   Too wordy, please rephrase.

   Unconscious biases are difficult to deal with because we do not know they are influencing us. However, there are everyday actions we can take to disrupt unconscious bias and limit its effects on our understanding, actions and decisions.
   In recognition that our biases can muddy our thinking when we are under pressure, in 2011 the Las Vegas Metropolitan Police Department developed a new policy to address this. An officer in a foot pursuit would no longer put hands on the person fleeing if possible. It was up to the officer's backup, usually right behind, to make the arrest. Running after a suspect pumps the pursuing officer with adrenaline and stress, both of which allow unconscious

bias to impair decision-making. The Las Vegas policy allows the more cool-headed officers to arrest the suspect as their biases are less heightened. The use of force incidents fell 23% in the year after the policy was established

4) Tittle: How can we build public confidence…

Delete narration and add the script to the content instead. You may want to rephrase the 1st paragraph which is a bit long

It is not only racialized and Indigenous communities that are stereotyped and experience the adverse effects of unconscious bias. Members of these communities as well as the wider public we serve may also hold biases about us, based on past experiences with the wider law enforcement profession and media coverage. Serving travellers in an inclusive way presents an opportunity to dispel theses myths and build public confidence and trust in our legitimacy. It is important to leave each traveller feeling that they have received fair treatment. This can help improve community relations with our organization, and support ongoing cooperation with our activities.

We can build public confidence by communicating…. Followed by the written content…

5) Tittle: What are the benefits…

Delete narration and add the script to the content instead. :

As mentioned, our brains have developed unconscious biases to help us quickly interpret the complex world around us. We cannot eliminate this process, but we can work to limit its effects by carrying out our duties as BSOs in a bias-neutral way. This means that we make decisions and take actions based on fact - not biases or personal opinions.

Providing bias-neutral service will help us do our jobs better in several important ways:
• Safety: By not focusing efforts on select groups of people, we take a more conscientious approach to ensuring the safety and security of Canada

- Relationship-building: By communicating transparently with travellers, we help strengthen mutual understanding and partnerships with the communities we serve
- Decision-making: By challenging stereotypes, we apply our protocols more fairly, accurately and objectively
- Organizational legitimacy: By helping Canadians and visitors rest assured that they will be provided quality service, free from any form of discrimination, we build respect for our work

We've developed our biases over the course of our lifetimes, so it will require motivation and persistence to manage them to achieve better outcomes for all.

For everyone seeking to enter the country, we are the first face they see. We have both an important responsibility and a tremendous opportunity to welcome the world to Canada.
As BSOs we are up to the task.

The OPIs are now reviewing the French documents and will get back to me with their feedback by EOD Wednesday March 20.

One of the 2 OPIs teams has mentioned some small errors in the English version (typos mostly… maybe the same I've flagged in my previous email). They will be providing their comments to me early next week (this week for you) using track changes in the Word documents.

Having deleted all the narration, I hope we gained enough time to make the changes to the English version and develop the French version by March 26.

I realize that the BYB section was not sent to translation. I believe some of its content is also used in other online courses, therefore we could simply copy paste the text. As for the rest of the text, please highlight it for me and I will simply translate it myself.

Maybe we could meet on Monday and discuss the next steps together? Please let me know what time is convenient for you.

Thanks Karen,

Lyne

Lyne Gauthier

Senior Learning Specialist - Enforcement Training, Human Resource Branch
Canada Border Services Agency / Government of Canada
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Spécialiste principale en apprentissage - Formation d'exécution de la loi pour les agents, Direction générale des ressources humaines
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Taylor, Duane

From: Sasaki, Karen
Sent: May 24, 2019 09:08 AM
To: St Laurent, Lisa; Modler, Greg; Bacon, Jason
Subject: CHRC decision

This is from the statement of work on the contract. I'll see if the wording from the case is more specific, but I think this is probably copied and pasted from the decision.

OBJECTIVE
This request is the result of remedies sought by the Canadian Human Rights Commission (CHRC) following hearings and decisions of the Canadian Human Rights Tribunal (CHRT) case of Davis v. Canada Border Services Agency (CBSA). The remedies related to development of racial profiling training state that:

- the CBSA must develop training separate from the existing online Diversity and Race Relations course
- the training must include discussions of the new policy or directive that specifically prohibits all forms of racebased discrimination under the Canadian Human Rights Act including racial profiling
- the training must include current case law concerning the phenomenon of racial profiling
- the CBSA retain independent contractors with appropriate expertise to assist in the preparation of the training content.

Roy, Genevieve - (Rigaud)

From: D'Asti, UrszulaX on behalf of Modler, Greg
Sent: May 31, 2019 03:42 PM
To: St Laurent, Lisa; Modler, Greg
Cc: Hoang, Sophie; Bacon, Jason; Laberge, Sylviane
Subject: RE: Mandatory Training for Frontline Officers - Preventing Racial Profiling at the Frontline (H1015-P) / Formation obligatoire pour les agents de première ligne – Prévention du profilage racial à la première ligne (H1015-P)

I like it.

Urszula D'Asti
Senior Program Advisor / Conseillère principale des programmes
Traveller Operations / Opérations liées aux voyageurs
Tel: 613-960-6239

From: St Laurent, Lisa <Lisa.StLaurent@cbsa-asfc.gc.ca>
Sent: May 31, 2019 3:34 PM
To: Modler, Greg <Greg.Modler@cbsa-asfc.gc.ca>
Cc: Hoang, Sophie <Sophie.Hoang@cbsa-asfc.gc.ca>; Bacon, Jason <Jason.Bacon@cbsa-asfc.gc.ca>; Laberge, Sylviane <Sylviane.Laberge@cbsa-asfc.gc.ca>
Subject: RE: Mandatory Training for Frontline Officers - Preventing Racial Profiling at the Frontline (H1015-P) / Formation obligatoire pour les agents de première ligne – Prévention du profilage racial à la première ligne (H1015-P)

Hi – thanks for getting back to me!
actually – that is the very point....it is Manadatory for BSOs, Sups, Chiefs only, encouraged for the rest....

but I like the language you have used. what do you think of the following:
In response to requests regarding the tasking below, following a meeting with the OPI, I would like to offer the following clarification.

As per the CHRC decision in the case of Davis v. Canada Border Services Agency, 2014 CHRT 34 (CanLII) https://www.canlii.org/en/ca/chrt/doc/2014/2014chrt34/2014chrt34.html, a course was developed for the target audience of Border Services Officers (BSOs) and expanded to include Superintendents and Chiefs.

While mandatory for BSOs, the OPI recommends that all employees who interact with the public (frontline employees) take the online training.

My team will be providing quarterly reports which will include all regional employees. You and your clients will be able to use these reports for planning and progress reporting.

From: D'Asti, UrszulaX <Urszula.D'Asti@cbsa-asfc.gc.ca> **On Behalf Of** Modler, Greg
Sent: May 31, 2019 3:30 PM
To: St Laurent, Lisa <Lisa.StLaurent@cbsa-asfc.gc.ca>; Modler, Greg

<Greg.Modler@cbsa-asfc.gc.ca>
Cc: Hoang, Sophie <Sophie.Hoang@cbsa-asfc.gc.ca>; Bacon, Jason <Jason.Bacon@cbsa-asfc.gc.ca>; Laberge, Sylviane <Sylviane.Laberge@cbsa-asfc.gc.ca>
Subject: RE: Mandatory Training for Frontline Officers - Preventing Racial Profiling at the Frontline (H1015-P) / Formation obligatoire pour les agents de première ligne – Prévention du profilage racial à la première ligne (H1015-P)

Hello Lisa,

Sorry if we missed this tasking.

I assume that this training is not optional. As such, I have made tweaks to your message below.

I hope this helps.

Urszula D'Asti
Senior Program Advisor / Conseillère principale des programmes
Traveller Operations / Opérations liées aux voyageurs
Tel: 613-960-6239

From: St Laurent, Lisa <Lisa.StLaurent@cbsa-asfc.gc.ca>
Sent: May 31, 2019 3:24 PM
To: Modler, Greg <Greg.Modler@cbsa-asfc.gc.ca>
Cc: Hoang, Sophie <Sophie.Hoang@cbsa-asfc.gc.ca>; Bacon, Jason <Jason.Bacon@cbsa-asfc.gc.ca>; Laberge, Sylviane <Sylviane.Laberge@cbsa-asfc.gc.ca>
Subject: RE: Mandatory Training for Frontline Officers - Preventing Racial Profiling at the Frontline (H1015-P) / Formation obligatoire pour les agents de première ligne – Prévention du profilage racial à la première ligne (H1015-P)

Hi Greg – looks like you did not have enough time to review before being out of the office.

We are going to go ahead and translate and circulate to campus management.

thanks!

From: St Laurent, Lisa
Sent: May 24, 2019 12:16 PM
To: Modler, Greg <Greg.Modler@cbsa-asfc.gc.ca>
Cc: Hoang, Sophie <Sophie.Hoang@cbsa-asfc.gc.ca>; Bacon, Jason <Jason.Bacon@cbsa-asfc.gc.ca>; Laberge, Sylviane <Sylviane.Laberge@cbsa-asfc.gc.ca>
Subject: FW: Mandatory Training for Frontline Officers - Preventing Racial Profiling at the Frontline (H1015-P) / Formation obligatoire pour les agents de première ligne – Prévention du profilage racial à la première ligne (H1015-P)

Hi Greg -

thanks again for the call this morning (and thanks Jason for setting it up. As discussed I am proposing the following wording which will be sent to all campus managers as clarification of the target audience in the message below. please have a look and let me know if you are ok with the wording. (I would suggest also sending out something similar via the Operations' communication methods)....
++++++++++++++++++++++

Campus managers,

In response to numerous requests regarding the tasking below, following a meeting with the OPI, I would like to offer the following clarification.

As per the CHRC decision in the case of Davis v. Canada Border Services Agency, 2014 CHRT 34 (CanLII) https://www.canlii.org/en/ca/chrt/doc/2014/2014chrt34/2014chrt34.html, a course was developed for the target audience of border services officers (and expanded to include superintendents and chiefs).

It is recommended that operational managers instruct all employees who interact with the public (frontline employees) to take the online training.

My team will be providing quarterly reports which will include all regional employees. You and your clients will be able to use these reports for planning and progress reporting.

Thank you.

Lisa

From: CBSA-ASFC_Regional_Task_Tracking-Suivi_des_tâches_régionales
Sent: May 6, 2019 4:24:42 PM (UTC-05:00) Eastern Time (US & Canada)
To: Auclair, Rachel; CBSA-ASFC_ATL-ATL_CPSD_Taskings-DSOP_Tâches; Lebrun, Yvette; Markell, Lance; Grant, Maryon; Cuvalo, Marija; QUE_Suivis_Services_corporatifs_et_programmes; PRA_CBSA-ASFC_Region, Programs; Taylor, Carrie; Ridley, Jessica; McKinnon, Chastity
Cc: Modler, Greg; Baxter, Stephen; Gaudreault, Philippe; Lamarche, Lynne; Durocher, Steven; Charland, Louis
Subject: Mandatory Training for Frontline Officers - Preventing Racial Profiling at the Frontline (H1015-P) / Formation obligatoire pour les agents de première ligne – Prévention du profilage racial à la première ligne (H1015-P)

For your action / Veuillez donner suite

Thank you / merci

English Version ***** La version française suit *****

Good day,

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The CBSA value of Respect encompasses all that we do to value the inherent dignity of all people. Frontline officers show respect by never engaging in discriminatory or harassing behaviour. The *Canadian Human Rights Act (CHRA)* prohibits all CBSA employees from discriminatory practices based on one or more grounds of discrimination. Discriminatory practices include denying someone a service or accommodation or providing someone services or accommodation in a way that treats them adversely and differently. As professionals, we are all aware of our CHRA obligations in the conduct of our duties and in our interactions with the public.

As you may be aware, the *Canadian Human Rights Tribunal* issued a decision which stipulated that training, separate from the existing on-line Diversity and Race Relations module, that focuses on race-based discrimination and profiling be established.

That said, the course, *Preventing Racial Profiling at the Frontline (H1015-P)* is now available on My Learning.

***All frontline officers, superintendents and chiefs of operations* are required to complete the mandatory course on *Preventing Racial Profiling at the Frontline*, and are asked to do so by *October 31, 2019*.**

We ask that all Regional management highlight the importance of completing this training in a timely fashion, and, as we approach peak travel periods, remind all frontline officers to ensure they carry out their duties in a professional and respectful manner.

Should you have any questions regarding the training please contact Steven Durocher.

Thank you in advance for your cooperation.

Version française * The English version precedes *****

Bonjour,

L'Agence s'engage à favoriser une culture axée sur ses valeurs et principes d'éthique, ainsi que sur ceux de la fonction publique du Canada, de façon à ce que tous ses employés affichent un comportement qui soutient l'intégrité de ses programmes et effectuent leurs activités quotidiennes avec professionnalisme.

Les valeurs de l'ASFC liées au respect, à l'intégrité et au professionnalisme guident nos interactions avec les membres du public. Nous démontrons ces valeurs de plusieurs façons, notamment en ne faisant jamais de déclarations ou de gestes offensants, ironiques, menaçants, insultants, blessants ou provocateurs à l'intention d'une personne ou à son sujet.

La valeur de l'ASFC liée au respect englobe tous les gestes que nous accomplissons pour respecter la dignité inhérente de toutes les personnes. Les agents de première ligne font preuve de respect en n'adoptant jamais un comportement discriminatoire ou constituant du harcèlement. La *Loi canadienne sur les droits de la personne (CHRA)* interdit à tous les employés de l'ASFC de mener des actes discriminatoires fondés sur au moins un des motifs de discrimination. Ces actes discriminatoires comprennent le fait de priver une personne d'un service ou d'une mesure d'adaptation ou le fait de la défavoriser au moment de lui fournir un service ou de mettre en place une mesure d'adaptation. En tant que professionnels, nous connaissons nos obligations aux termes de la LCDP dans le cadre de nos fonctions et de nos interactions avec le public.

Comme vous le savez peut-être, le *Tribunal canadien des droits de la personne* (TCDP) a rendu une décision exigeant l'élaboration d'une formation distincte du module de formation en ligne, Diversité et relations interraciales, sur la discrimination et le harcèlement fondés sur la race.

Cela dit, le cours, *Prévention du profilage racial à la première ligne (H1015-P)* est maintenant offert sur « Mon apprentissage ».

Tous les agents de première ligne, les surintendants et les chefs d'opérations doivent avoir suivi le cours intitulé *Prévention du profilage racial* à la première ligne *d'ici le 31 octobre 2019*.

Nous demandons à tous les gestionnaires régionaux de souligner l'importance de suivre cette formation en temps opportun et, alors que la période de pointe pour les voyages approche à grands pas, de rappeler aux agents de première ligne la nécessité d'accomplir leurs fonctions avec professionnalisme et respect.

Si vous avez des questions au sujet de cette formation, veuillez communiquer avec Steven Durocher.

Je vous remercie d'avance de votre collaboration.

Lynne Lamarche

Director, Traveller Operations Division, Operations Branch
Canada Border Services Agency / Government of Canada
lynne.lamarche@cbsa-asfc.gc.ca / Tel: 613-941-5550 / TTY: 866-335-3237

Directrice, Division des opérations liées aux voyageurs,
Direction générale des opérations
Agence des services frontaliers du Canada / Gouvernement du Canada
lynne.lamarche@cbsa-asfc.gc.ca / Tél: 613-941-5550 / ATS: 866-335-3237

Roy, Genevieve - (Rigaud)

From: St Laurent, Lisa
Sent: May 22, 2019 12:44 PM
To: Boudreault, Martin
Cc: Hoang, Sophie
Subject: FW: Mandatory Training for Frontline Officers - Preventing Racial Profiling at the Frontline (H1015-P)/Formation obligatoire pour les agents de première ligne – Prévention du profilage racial à la première ligne (H101

Hello
I am working on it!

From: St Laurent, Lisa
Sent: May 22, 2019 12:35 PM
To: Pratt, Jason <Jason.Pratt@cbsa-asfc.gc.ca>
Subject: FW: Mandatory Training for Frontline Officers - Preventing Racial Profiling at the Frontline (H1015-P)/Formation obligatoire pour les agents de première ligne – Prévention du profilage racial à la première ligne (H101

Hi Jason

would it be possible for us to have a meeting (maybe internally first and then with the OPI) to clarify the target audience, etc. as well as the terminology "mandatory" and what the intent is?

it would appear that there are very quick responses such as "I would say yes"...

this has impacts on our clients' expectations regarding support with reporting on compliance as well as the definition of target audience, etc. Josee's team would not normally provide the stats as this is not mandatory as per our definition for ALL CBSA employees. However, if the driver is something like a CHRC complaint or something more formally Program-(with a capital P) related, then it may be their responsibility

Hopefully some of the initial client intake meetings would have provided TLSD with the necessary background.

I think it is important that we have consistent messaging and that all regions get the same information.

thanks!

Lisa

From: Boudreault, Martin <Martin.Boudreault@cbsa-asfc.gc.ca>
Sent: May 8, 2019 11:29 AM

To: St Laurent, Lisa <Lisa.StLaurent@cbsa-asfc.gc.ca>
Subject: FW: Mandatory Training for Frontline Officers - Preventing Racial Profiling at the Frontline (H1015-P)/Formation obligatoire pour les agents de première ligne – Prévention du profilage racial à la première ligne (H101

For response svp re. target audience to ensure consistency in messaging to Ops....

Martin Boudreault

Manager, Training and Learning, Training and Development Directorate
Canada Border Services Agency, Government of Canada
Martin.Boudreault@cbsa-asfc.gc.ca, Tel. Cel: TTY 866-335-3237

Gestionnaire, formation et apprentissage, Direction générale des ressources humaines
Agence des services frontaliers du Canada, Gouvernement du Canada
Martin.Boudreault@cbsa-asfc.gc.ca, Tél. Cell.: / ATS 866-335-3237

From: Groleau, Christine **On Behalf Of** Deschamps, Josée
Sent: May 8, 2019 11:41 AM
To: Boudreault, Martin <Martin.Boudreault@cbsa-asfc.gc.ca>
Cc: ASFC.O QUEExeLoiDirAd j/ QUEEnfIntAssDir O.CBSA <ASFC.OQUEExeLoiDirAdj/QUEEnfIntAssDirO.CBSA@cbsa-asfc.gc.ca>
Subject: TR: Mandatory Training for Frontline Officers - Preventing Racial Profiling at the Frontline (H1015-P)/Formation obligatoire pour les agents de première ligne – Prévention du profilage racial à la première ligne (H101

Bonjour Martin,

Nous avons reçu ce courriel hier nous avisant d'un nouveau cours obligatoire pour les agents de première ligne.

Quand nous avons posé la question à savoir si nos agents d'exécution de la loi (AEL) devaient suivre ce cours, la réponse obtenue est « I would say yes. They are dealing with the public in a front line capacity ».

Comme tu sais, à la Division de l'exécution de la loi et du Renseignement, nous avons plusieurs fonctions qui exigent que nous transigions avec des clients. Est-ce possible de nous confirmer si cette formation s'adresse à tous nos employés (CR-05, FB-01, FB-03, FB-04, FB-05 (agents d'audiences et superviseurs), FB-06 et FB-08) qui font affaire avec le public? Selon la réponse, je suppose que vous allez mettre à jour le tableau de formation pour l'ajouter aux autres obligatoires?

Merci.

Christine Groleau

Directrice adjointe, Opérations intégrées de l'Exécution de la Loi
Audiences et Détention
Division de l'Exécution de la Loi et du Renseignement
Agence des services frontaliers du Canada
Gouvernement du Canada

Christine.Groleau@cbsa-asfc.gc.ca
Téléphone : 514-283-0931 / ATS : 866-335-3237 / Télécopieur: 514-283-6688

Assistant Director, Integrated Enforcement Operations
Hearings and Detention
Enforcement and Intelligence Division
Canada Border Services Agency
Government of Canada
Christine.Groleau@cbsa-asfc.gc.ca
Phone : 514-283-0931 / TTY : 866-335-3237 / Fax : 514-283-6688

De : Durocher, Steven
Envoyé : 7 mai, 2019 15:45
À : Paradis, Pauline <Pauline.Paradis@cbsa-asfc.gc.ca>
Objet : RE: Mandatory Training for Frontline Officers - Preventing Racial Profiling at the Frontline (H1015-P)/Formation obligatoire pour les agents de première ligne – Prévention du profilage racial à la première ligne (H101

Bonjour Pauline,

Greg a dit que chaque agent qui doit traveller face à face avec un membre du public doit compléter la formation.

Steve

Steve Durocher

A/Director, Training and Learning Solutions Division, Human Resources Branch
Canada Border Services Agency / Government of Canada
Steven.Durocher@cbsa-asfc.gc.ca Tel: 343-291-6373 Cell / TTY : 866-335-3237

Directeur p.i., Solutions de formation et d'apprentissage, Direction générale des ressources humaines
Agence des services frontaliers du Canada / Gouvernement du Canada
Steven.Durocher@cbsa-asfc.gc.ca Tél. : 343-291-6373 Tél. cell. ' ATS : 866-335-3237

From: Modler, Greg <Greg.Modler@cbsa-asfc.gc.ca>
Sent: May 7, 2019 2:23 PM
To: Durocher, Steven <Steven.Durocher@cbsa-asfc.gc.ca>; Lamarche, Lynne <Lynne.Lamarche@cbsa-asfc.gc.ca>
Cc: Hussey, Tila <Tila.Hussey@cbsa-asfc.gc.ca>
Subject: RE: Mandatory Training for Frontline Officers - Preventing Racial Profiling at the Frontline (H1015-P)/Formation obligatoire pour les agents de première ligne – Prévention du profilage racial à la première ligne (H101

I would say yes. They are dealing with the public in a front line capacity.

Greg Modler

Traveller Operations
Canada Border Services Agency / Government of Canada
greg.modler@cbsa-asfc.gc.ca / **as of 01 April 2019** Tel: **613-946-5969 ***new** / TTY: 866-335-3237

Opérations liées aux voyageurs
Agence des services frontaliers du Canada / Gouvernement du Canada
greg.modler@cbsa-asfc.gc.ca / **en date du 01 avril 2019** Tél. : **613-946-5969 ***new**/ ATS : 866-335-3237

From: Durocher, Steven
Sent: Tuesday, May 7, 2019 2:18 PM
To: Lamarche, Lynne <Lynne.Lamarche@cbsa-asfc.gc.ca>
Cc: Hussey, Tila <Tila.Hussey@cbsa-asfc.gc.ca>; Modler, Greg <Greg.Modler@cbsa-asfc.gc.ca>
Subject: FW: Mandatory Training for Frontline Officers - Preventing Racial Profiling at the Frontline (H1015-P)/Formation obligatoire pour les agents de première ligne – Prévention du profilage racial à la première ligne (H101

Hi Lynne,

Please see question below. I believe they are enquiring of other officers including Inland Enforcement Officers? What is meant by the term all frontline officers?

Steve

Steve Durocher

A/Director, Training and Learning Solutions Division, Human Resources Branch
Canada Border Services Agency / Government of Canada
Steven.Durocher@cbsa-asfc.gc.ca Tel: 343-291-6373 Cell 6 / TTY : 866-335-3237

Directeur p.i., Solutions de formation et d'apprentissage, Direction générale des ressources humaines
Agence des services frontaliers du Canada / Gouvernement du Canada
Steven.Durocher@cbsa-asfc.gc.ca Tél. : 343-291-6373 Tél. cell. 6 / ATS : 866-335-3237

From: Paradis, Pauline <Pauline.Paradis@cbsa-asfc.gc.ca> **On Behalf Of** Deschamps, Josée
Sent: May 7, 2019 1:31 PM
To: Durocher, Steven <Steven.Durocher@cbsa-asfc.gc.ca>
Cc: Deschamps, Josée <Josee.Deschamps@cbsa-asfc.gc.ca>
Subject: Mandatory Training for Frontline Officers - Preventing Racial Profiling at the Frontline (H1015-P)/Formation obligatoire pour les agents de première ligne – Prévention du profilage racial à la première ligne (H101

Bonjour M. Durocher,

Nous avons reçu un questionnement d'un de nos directeur adjoint afin de savoir si la formation est prévue pour les agents d'exécution de la loi également.

Merci.

Pauline Paradis pour/for Christine Groleau
Directrice intérimaire, Division de l'exécution de la loi et du renseignement
Agence des services frontaliers du Canada/Gouvernement du Canada
Christine.Groleau@cbsa-asfc.gc.ca Tél: 514-283-0556/ATS: 866-335-3237

Interim Director, Enforcement & Intelligence Operations Division
Canada Border Services Agency/Government of Canada
Christine.Groleau@cbsa-asfc.gc.ca / Tel: 514-283-0556/TTY: 866-335-3237

De : St-Arnaud, Daniel
Envoyé : 7 mai, 2019 13:05
À : Begin, Miguel <Miguel.Begin@cbsa-asfc.gc.ca>; Laurin, Chantal <Chantal.Laurin@cbsa-asfc.gc.ca>; Mannarino, Maurizio <Maurizio.Mannarino@cbsa-asfc.gc.ca>; Rossi, Jean-Philippe <Jean-Philippe.Rossi@cbsa-asfc.gc.ca>; Deschamps, Josée <Josee.Deschamps@cbsa-asfc.gc.ca>; Clifford, Kurtis <Kurtis.Clifford@cbsa-asfc.gc.ca>
Cc : Cogné, Geneviève <Genevieve.Cogne@cbsa-asfc.gc.ca>; Gratton, Geneviève <Genevieve.Gratton@cbsa-asfc.gc.ca>; Auclair, Rachel <Rachel.Auclair@cbsa-asfc.gc.ca>
Objet : TR: Mandatory Training for Frontline Officers - Preventing Racial Profiling at the Frontline (H1015-P)/Formation obligatoire pour les agents de première ligne – Prévention du profilage racial à la première ligne (H101

Bonjour,

Veuillez prendre note d'une nouvelle formation obligatoire pour les agents de première ligne.

Hello,

Please take note of a new mandatory training for frontline officers.

Daniel St-Arnaud

Gestionnaire – Services aux programmes

Manager – Programs Services

514-283-8700 poste 8330 | facsimilé: 514-283-9945

Wiki des programmes

English Version *** La version française suit ***

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Comme vous le savez peut-être, le *Tribunal canadien des droits de la personne* (TCDP) a rendu une décision exigeant l'élaboration d'une formation distincte du module de formation en ligne, Diversité et relations interraciales, sur la discrimination et le harcèlement fondés sur la race.

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Si vous avez des questions au sujet de cette formation, veuillez communiquer avec Steven Durocher.

Je vous remercie d'avance de votre collaboration.

Lynne Lamarche

Director, Traveller Operations Division, Operations Branch
Canada Border Services Agency / Government of Canada
lynne.lamarche@cbsa-asfc.gc.ca / Tel: 613-941-5550 / TTY: 866-335-3237

Directrice, Division des opérations liées aux voyageurs,
Direction générale des opérations
Agence des services frontaliers du Canada / Gouvernement du Canada
lynne.lamarche@cbsa-asfc.gc.ca / Tél: 613-941-5550 / ATS: 866-335-3237

Roy, Genevieve - (Rigaud)

From: Hoang, Sophie
Sent: May 9, 2019 08:48 AM
To: Roy, Genevieve - (Rigaud)
Subject: RE: Mandatory Training for Frontline Officers - Preventing Racial Profiling at the Frontline (H1015-P) / Formation obligatoire pour les agents de première ligne – Prévention du profilage racial à la première ligne (H1015-P)

Pas certaine que tous les managers vont comprendre la discussion en francais : peux-tu ajouter la note suivante en anglais: en résumé, la formation devra être complété par agents stagiaires au cours de leur période OID.

Sophie Hoang

Conseillère principale intérimaire, Campus satellites, Direction générale des ressources humaines
Agence des Services Frontaliers du Canada / Gouvernement du Canada
sophie.hoang@cbsa-asfc.gc.ca / Tél. : 450-451-6711 ext. :2730 / ATS: 866-335-3237

Acting Senior Advisor, Satellite Campuses, Human Resources Branch
Canada Border Services Agency / Government of Canada
sophie.hoang@cbsa-asfc.gc.ca / Tél. : 450-451-6711 ext. :2730 / TTY: 866-335-3237

From: Roy, Genevieve - (Rigaud) <Genevieve.Roy2@cbsa-asfc.gc.ca>
Sent: May 9, 2019 8:46 AM
To: Boudreault, Martin <Martin.Boudreault@cbsa-asfc.gc.ca>; Brock, Julie <Julie.Brock@cbsa-asfc.gc.ca>; Church, Darren <Darren.Church@cbsa-asfc.gc.ca>; Hill, Daniel <Daniel.Hill@cbsa-asfc.gc.ca>; Joachim, Céline <Celine.Joachim@cbsa-asfc.gc.ca>; Lang, Bryan <Bryan.Lang@cbsa-asfc.gc.ca>; St Laurent, Lisa <Lisa.StLaurent@cbsa-asfc.gc.ca>; Hedgcock, Christopher <Christopher.Hedgcock@cbsa-asfc.gc.ca>
Cc: Plante, Sylvie <Sylvie.Plante@cbsa-asfc.gc.ca>; Hoang, Sophie <Sophie.Hoang@cbsa-asfc.gc.ca>; Manlongat, Carmen <Carmen.Manlongat@cbsa-asfc.gc.ca>
Subject: FW: Mandatory Training for Frontline Officers - Preventing Racial Profiling at the Frontline (H1015-P) / Formation obligatoire pour les agents de première ligne – Prévention du profilage racial à la première ligne (H1015-P)

Pour votre information / For your information

De : Boileau-Bradette, Julie <Julie.Boileau-Bradette@cbsa-asfc.gc.ca>
Envoyé : 8 mai, 2019 10:07
À : Pelchat, Marie-Eve <Marie-Eve.Pelchat@cbsa-asfc.gc.ca>
Cc : Durocher, Steven <Steven.Durocher@cbsa-asfc.gc.ca>; Cuerrier, Josée <Josee.Cuerrier@cbsa-asfc.gc.ca>; Roy, Annie <Annie.Roy@cbsa-asfc.gc.ca>; Bacon, Jason <Jason.Bacon@cbsa-asfc.gc.ca>
Objet : RE: Mandatory Training for Frontline Officers - Preventing Racial Profiling at the

Frontline (H1015-P) / Formation obligatoire pour les agents de première ligne – Prévention du profilage racial à la première ligne (H1015-P)

Salut Marie-Eve,

Jason en avait déjà parlé avec l'équipe de Dave. La formation sera ajoutée aux cours obligatoires que les Agents stagiaires doivent faire lors du programme de développement.

Julie

Julie Boileau-Bradette

Team Leader – Officer Induction and Enforcement Training Unit, Human Resources Branch
Canada Border Services Agency / Government of Canada
Julie.boileau-bradette@cbsa-asfc.gc.ca / Tel: 343-291-6336 / Cell: / TTY: 866-335-3237

Chef d'équipe – Formation de base et exécution de la loi pour agents, Direction générale des ressources humaines
Agence des services frontaliers du Canada / Gouvernement du Canada
Julie.boileau-bradette@cbsa-asfc.gc.ca / Tél : 343-291-6336 / Tél. cell. : (/ TTY : 866-335-3237

From: Pelchat, Marie-Eve <Marie-Eve.Pelchat@cbsa-asfc.gc.ca>
Sent: May 8, 2019 8:35 AM
To: Boileau-Bradette, Julie <Julie.Boileau-Bradette@cbsa-asfc.gc.ca>
Cc: Durocher, Steven <Steven.Durocher@cbsa-asfc.gc.ca>; Cuerrier, Josée <Josee.Cuerrier@cbsa-asfc.gc.ca>; Roy, Annie <Annie.Roy@cbsa-asfc.gc.ca>
Subject: TR: Mandatory Training for Frontline Officers - Preventing Racial Profiling at the Frontline (H1015-P) / Formation obligatoire pour les agents de première ligne – Prévention du profilage racial à la première ligne (H1015-P)

Bonjour Julie,

SVP voir question de Josée Cuerrier ci-dessous et me laisser savoir comment vous souhaitez procéder.

Merci,

Marie-Eve Pelchat

Directrice associée, Direction générale des ressources humaines
Agence des services frontaliers du Canada / Gouvernement du Canada
marie-eve.pelchat@cbsa-asfc.gc.ca / Tél. : 450-451-6711 (2728) / ATS : 866-335-3237

Associate Director, Human Resources Branch
Canada Border Services Agency / Government of Canada
marie-eve.pelchat@cbsa-asfc.gc.ca / Tel: 450-451-6711 (2728) / TTY: 866-335-3237

De : Cuerrier, Josée <Josee.Cuerrier@cbsa-asfc.gc.ca>
Envoyé : 8 mai, 2019 08:31

À : Pelchat, Marie-Eve <Marie-Eve.Pelchat@cbsa-asfc.gc.ca>
Cc : Roy, Annie <Annie.Roy@cbsa-asfc.gc.ca>
Objet : RE: Mandatory Training for Frontline Officers - Preventing Racial Profiling at the Frontline (H1015-P) / Formation obligatoire pour les agents de première ligne – Prévention du profilage racial à la première ligne (H1015-P)

Bonjour Marie-Eve,

Est-ce que l'intention est d'ajouter la formation aux formations obligatoires en ligne pour les recrues également? Est-ce que la responsabilité sera dans les opérations après avoir complété Rigaud?

Pour nos employés, nous allons nous assurer qu'ils complètent la formation.

Josée

De : Pelchat, Marie-Eve <Marie-Eve.Pelchat@cbsa-asfc.gc.ca>
Envoyé : 7 mai 2019 21:04
À : Holzer, Karen <Karen.Holzer@cbsa-asfc.gc.ca>; Bouchard, Jonathan <Jonathan.Bouchard@cbsa-asfc.gc.ca>; Cuerrier, Josée <Josee.Cuerrier@cbsa-asfc.gc.ca>; Roy, Annie <Annie.Roy@cbsa-asfc.gc.ca>
Cc : Lebel, Barbara <Barbara.Lebel@cbsa-asfc.gc.ca>
Objet : Fw: Mandatory Training for Frontline Officers - Preventing Racial Profiling at the Frontline (H1015-P) / Formation obligatoire pour les agents de première ligne – Prévention du profilage racial à la première ligne (H1015-P)

For your action and follow-up with your team.
Pour votre action et suivi auprès de vos équipes.

Merci,

M-E

Sent from my BlackBerry 10 smartphone on the Bell network.

From: Plante, Sylvie <Sylvie.Plante@cbsa-asfc.gc.ca>
Sent: Tuesday, May 7, 2019 2:44 PM
To: Pelchat, Marie-Eve; Lapierre, Eric
Subject: FW: Mandatory Training for Frontline Officers - Preventing Racial Profiling at the Frontline (H1015-P) / Formation obligatoire pour les agents de première ligne – Prévention du profilage racial à la première ligne (H1015-P)

Tel que discuté

Sylvie Plante

Directrice associée, Direction générale des ressources humaines
Agence des services frontaliers du Canada / Gouvernement du Canada
Sylvie.plante@cbsa-asfc.gc.ca / Tél. : 450-451-6711 (2533) / Tél. cell. : / ATS : 866-335-3237

Associate Director, Human Resources Branch
Canada Border Services Agency / Government of Canada

Sylvie.plante@cbsa-asfc.gc.ca / Tel: 450-451-6711 (2533) / Cell : / TTY: 866-335-3237

From: CBSA-ASFC_Regional_Task_Tracking-Suivi_des_tâches_régionales
Sent: May 6, 2019 4:24:42 PM (UTC-05:00) Eastern Time (US & Canada)
To: Auclair, Rachel; CBSA-ASFC_ATL-ATL_CPSD_Taskings-DSOP_Tâches; Lebrun, Yvette; Markell, Lance; Grant, Maryon; Cuvalo, Marija; QUE_Suivis_Services_corporatifs_et_programmes; PRA_CBSA-ASFC_Region, Programs; Taylor, Carrie; Ridley, Jessica; McKinnon, Chastity
Cc: Modler, Greg; Baxter, Stephen; Gaudreault, Philippe; Lamarche, Lynne; Durocher, Steven; Charland, Louis
Subject: Mandatory Training for Frontline Officers - Preventing Racial Profiling at the Frontline (H1015-P) / Formation obligatoire pour les agents de première ligne – Prévention du profilage racial à la première ligne (H1015-P)

For your action / Veuillez donner suite

Thank you / merci

English Version * La version française suit *****

Good day,

The Agency is committed to nurturing a culture that is founded on values and ethics of the Public Service of Canada and the CBSA, and in which all employees conduct themselves in a way that upholds the integrity of CBSA programs and demonstrates professionalism in your day to day activities.

Our CBSA values of Respect, Integrity and Professionalism guide our interactions with members of the public. We demonstrate these values in a number of ways, including, by never making abusive, derisive, threatening, insulting, offensive or provocative statements or gestures to or about another person.

The CBSA value of Respect encompasses all that we do to value the inherent dignity of all people. Frontline officers show respect by never engaging in discriminatory or harassing behaviour. The *Canadian Human Rights Act (CHRA)* prohibits all CBSA employees from discriminatory practices based on one or more grounds of discrimination. Discriminatory practices include denying someone a service or accommodation or providing someone services or accommodation in a way that treats them adversely and differently. As professionals, we are all aware of our CHRA obligations in the conduct of our duties and in our interactions with the public.

As you may be aware, the *Canadian Human Rights Tribunal* issued a decision which stipulated that training, separate from the existing on-line Diversity and Race Relations module, that focuses on race-based discrimination and profiling be established.

That said, the course, *Preventing Racial Profiling at the Frontline (H1015-P)* is now available on My Learning.

***All frontline officers, superintendents and chiefs of operations* are required to complete the mandatory course on *Preventing Racial Profiling at the Frontline*, and are asked to do so by *October 31, 2019*.**

We ask that all Regional management highlight the importance of completing this training in a timely fashion, and, as we approach peak travel periods, remind all frontline officers to ensure they carry out their duties in a professional and respectful manner.

Should you have any questions regarding the training please contact Steven Durocher.

Thank you in advance for your cooperation.

Manlongat, Carmen

From: Church, Darren
Sent: May 7, 2019 08:57 AM
To: Joachim, Céline; St Laurent, Lisa; Boudreault, Martin; Manlongat, Carmen; Brock, Julie; Hill, Daniel; Lang, Bryan
Cc: Plante, Sylvie; Hoang, Sophie
Subject: Re: Mandatory Training for Frontline Officers - Preventing Racial Profiling at the Frontline (H1015-P) / Formation obligatoire pour les agents de première ligne – Prévention du profilage racial à la première ligne (H1015-P)

Good morning-

This is the first we are being made aware of it....

Darren Church
A/Manager, CBSA College, Human Resources Branch
Canada Border Services Agency / Government of Canada
Darren.Church@cbsa-asfc.gc.ca / Telephone: 604-360-0026 / TTY: 866-335-3237

Gestionnaire par intérim, Collège de l'ASFC, Direction générale des ressources humaines
Agence des services frontaliers du Canada / Gouvernement du Canada
Darren.Church@cbsa-asfc.gc.ca / Tél.: 604-360-0026 / ATS: 866-335-3237

-------- Original message --------
From: "Joachim, Céline" <Celine.Joachim@cbsa-asfc.gc.ca>
Date: 2019-05-07 5:49 AM (GMT-08:00)
To: "St Laurent, Lisa" <Lisa.StLaurent@cbsa-asfc.gc.ca>, "Boudreault, Martin" <Martin.Boudreault@cbsa-asfc.gc.ca>, "Church, Darren" <Darren.Church@cbsa-asfc.gc.ca>, "Manlongat, Carmen" <Carmen.Manlongat@cbsa-asfc.gc.ca>, "Brock, Julie" <Julie.Brock@cbsa-asfc.gc.ca>, "Hill, Daniel" <Daniel.Hill@cbsa-asfc.gc.ca>, "Lang, Bryan" <Bryan.Lang@cbsa-asfc.gc.ca>
Cc: "Plante, Sylvie" <Sylvie.Plante@cbsa-asfc.gc.ca>, "Hoang, Sophie" <Sophie.Hoang@cbsa-asfc.gc.ca>
Subject: FW: Mandatory Training for Frontline Officers - Preventing Racial Profiling at the Frontline (H1015-P) / Formation obligatoire pour les agents de première ligne – Prévention du profilage racial à la première ligne (H1015-P)

Hello Colleagues,
Are you aware of the below mandatory online training for 2019-2020 ?
It was not in the received data yesterday from Josée.
See in yellow...

Céline Joachim

Gestionnaire, apprentissage et formation - Direction générale des ressources humaines
Agence des services frontaliers du Canada / Gouvernement du Canada
celine.joachim@cbsa-asfc.gc.ca / Tél : 514-679-6378 / ATS : 866-335-3237
Manager, training and learning - Human Resources Branch
Canada Border Services Agency / Government of Canada
celine.joachim@cbsa-asfc.gc.ca / Tel : 514-679-6378 / TTY: 866-335-3237

Manlongat, Carmen

From:	Roy, Genevieve - (Rigaud)
Sent:	May 9, 2019 10:04 AM
To:	Boudreault, Martin; Brock, Julie; Church, Darren; Hill, Daniel; Joachim, Céline; Lang, Bryan; St Laurent, Lisa; Hedgcock, Christopher
Cc:	Plante, Sylvie; Hoang, Sophie; Manlongat, Carmen
Subject:	RE: Mandatory Training for Frontline Officers - Preventing Racial Profiling at the Frontline (H1015-P) / Formation obligatoire pour les agents de première ligne – Prévention du profilage racial à la première ligne (H1015-P)

To resume the conversation explains here that training will have to be completed by trainee agents during their OID period.

From: Roy, Genevieve - (Rigaud)
Sent: May 9, 2019 8:46 AM
To: Boudreault, Martin <Martin.Boudreault@cbsa-asfc.gc.ca>; Brock, Julie <Julie.Brock@cbsa-asfc.gc.ca>; Church, Darren <Darren.Church@cbsa-asfc.gc.ca>; Hill, Daniel <Daniel.Hill@cbsa-asfc.gc.ca>; Joachim, Céline <Celine.Joachim@cbsa-asfc.gc.ca>; Lang, Bryan <Bryan.Lang@cbsa-asfc.gc.ca>; St Laurent, Lisa <Lisa.StLaurent@cbsa-asfc.gc.ca>; Hedgcock, Christopher <Christopher.Hedgcock@cbsa-asfc.gc.ca>
Cc: Plante, Sylvie <Sylvie.Plante@cbsa-asfc.gc.ca>; Hoang, Sophie <Sophie.Hoang@cbsa-asfc.gc.ca>; Manlongat, Carmen <Carmen.Manlongat@cbsa-asfc.gc.ca>
Subject: FW: Mandatory Training for Frontline Officers - Preventing Racial Profiling at the Frontline (H1015-P) / Formation obligatoire pour les agents de première ligne – Prévention du profilage racial à la première ligne (H1015-P)

Pour votre information / For your information

De : Boileau-Bradette, Julie <Julie.Boileau-Bradette@cbsa-asfc.gc.ca>
Envoyé : 8 mai, 2019 10:07
À : Pelchat, Marie-Eve <Marie-Eve.Pelchat@cbsa-asfc.gc.ca>
Cc : Durocher, Steven <Steven.Durocher@cbsa-asfc.gc.ca>; Cuerrier, Josée <Josee.Cuerrier@cbsa-asfc.gc.ca>; Roy, Annie <Annie.Roy@cbsa-asfc.gc.ca>; Bacon, Jason <Jason.Bacon@cbsa-asfc.gc.ca>
Objet : RE: Mandatory Training for Frontline Officers - Preventing Racial Profiling at the Frontline (H1015-P) / Formation obligatoire pour les agents de première ligne – Prévention du profilage racial à la première ligne (H1015-P)

Salut Marie-Eve,

Jason en avait déjà parlé avec l'équipe de Dave. La formation sera ajoutée aux cours obligatoires que les Agents stagiaires doivent faire lors du programme de développement.

Julie

Julie Boileau-Bradette

Team Leader – Officer Induction and Enforcement Training Unit, Human Resources Branch
Canada Border Services Agency / Government of Canada
Julie.boileau-bradette@cbsa-asfc.gc.ca / Tel: 343-291-6336 / Cell: / TTY: 866-335-3237

Chef d'équipe – Formation de base et exécution de la loi pour agents, Direction générale des ressources humaines
Agence des services frontaliers du Canada / Gouvernement du Canada
Julie.boileau-bradette@cbsa-asfc.gc.ca / Tél : 343-291-6336 / Tél. cell. : / TTY : 866-335-3237

From: Pelchat, Marie-Eve <Marie-Eve.Pelchat@cbsa-asfc.gc.ca>
Sent: May 8, 2019 8:35 AM
To: Boileau-Bradette, Julie <Julie.Boileau-Bradette@cbsa-asfc.gc.ca>
Cc: Durocher, Steven <Steven.Durocher@cbsa-asfc.gc.ca>; Cuerrier, Josée <Josee.Cuerrier@cbsa-asfc.gc.ca>; Roy, Annie <Annie.Roy@cbsa-asfc.gc.ca>
Subject: TR: Mandatory Training for Frontline Officers - Preventing Racial Profiling at the Frontline (H1015-P) / Formation obligatoire pour les agents de première ligne – Prévention du profilage racial à la première ligne (H1015-P)

Bonjour Julie,

SVP voir question de Josée Cuerrier ci-dessous et me laisser savoir comment vous souhaitez procéder.

Merci,

Marie-Eve Pelchat

Directrice associée, Direction générale des ressources humaines
Agence des services frontaliers du Canada / Gouvernement du Canada
marie-eve.pelchat@cbsa-asfc.gc.ca / Tél. : 450-451-6711 (2728) / ATS : 866-335-3237

Associate Director, Human Resources Branch
Canada Border Services Agency / Government of Canada
marie-eve.pelchat@cbsa-asfc.gc.ca / Tel: 450-451-6711 (2728) / TTY: 866-335-3237

De : Cuerrier, Josée <Josee.Cuerrier@cbsa-asfc.gc.ca>
Envoyé : 8 mai, 2019 08:31
À : Pelchat, Marie-Eve <Marie-Eve.Pelchat@cbsa-asfc.gc.ca>
Cc : Roy, Annie <Annie.Roy@cbsa-asfc.gc.ca>
Objet : RE: Mandatory Training for Frontline Officers - Preventing Racial Profiling at the Frontline (H1015-P) / Formation obligatoire pour les agents de première ligne – Prévention du profilage racial à la première ligne (H1015-P)

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Pour nos employés, nous allons nous assurer qu'ils complètent la formation.

Josée

De : Pelchat, Marie-Eve <Marie-Eve.Pelchat@cbsa-asfc.gc.ca>
Envoyé : 7 mai 2019 21:04
À : Holzer, Karen <Karen.Holzer@cbsa-asfc.gc.ca>; Bouchard, Jonathan <Jonathan.Bouchard@cbsa-asfc.gc.ca>; Cuerrier, Josée <Josee.Cuerrier@cbsa-asfc.gc.ca>; Roy, Annie <Annie.Roy@cbsa-asfc.gc.ca>
Cc : Lebel, Barbara <Barbara.Lebel@cbsa-asfc.gc.ca>
Objet : Fw: Mandatory Training for Frontline Officers - Preventing Racial Profiling at the Frontline (H1015-P) / Formation obligatoire pour les agents de première ligne – Prévention du profilage racial à la première ligne (H1015-P)

For your action and follow-up with your team.
Pour votre action et suivi auprès de vos équipes.

Merci,

M-E

Sent from my BlackBerry 10 smartphone on the Bell network.

From: Plante, Sylvie <Sylvie.Plante@cbsa-asfc.gc.ca>
Sent: Tuesday, May 7, 2019 2:44 PM
To: Pelchat, Marie-Eve; Lapierre, Eric
Subject: FW: Mandatory Training for Frontline Officers - Preventing Racial Profiling at the Frontline (H1015-P) / Formation obligatoire pour les agents de première ligne – Prévention du profilage racial à la première ligne (H1015-P)

Tel que discuté

Sylvie Plante

Directrice associée, Direction générale des ressources humaines
Agence des services frontaliers du Canada / Gouvernement du Canada
Sylvie.plante@cbsa-asfc.gc.ca / Tél. : 450-451-6711 (2533) / Tél. cell. : / ATS : 866-335-3237

Associate Director, Human Resources Branch
Canada Border Services Agency / Government of Canada
Sylvie.plante@cbsa-asfc.gc.ca / Tel: 450-451-6711 (2533) / Cell : / TTY: 866-335-3237

From: CBSA-ASFC_Regional_Task_Tracking-Suivi_des_tâches_régionales
Sent: May 6, 2019 4:24:42 PM (UTC-05:00) Eastern Time (US & Canada)
To: Auclair, Rachel; CBSA-ASFC_ATL-ATL_CPSD_Taskings-DSOP_Tâches; Lebrun, Yvette; Markell, Lance; Grant, Maryon; Cuvalo, Marija; QUE_Suivis_Services_corporatifs_et_programmes; PRA_CBSA-ASFC_Region, Programs; Taylor, Carrie; Ridley, Jessica; McKinnon, Chastity

Cc: Modler, Greg; Baxter, Stephen; Gaudreault, Philippe; Lamarche, Lynne; Durocher, Steven; Charland, Louis
Subject: Mandatory Training for Frontline Officers - Preventing Racial Profiling at the Frontline (H1015-P) / Formation obligatoire pour les agents de première ligne – Prévention du profilage racial à la première ligne (H1015-P)

For your action / Veuillez donner suite

Thank you / merci

English Version *** **La version française suit** ***

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We ask that all Regional management highlight the importance of completing this training in a timely fashion, and, as we approach peak travel periods, remind all frontline officers to ensure they carry out their duties in a professional and respectful manner.

Should you have any questions regarding the training please contact Steven Durocher.

Thank you in advance for your cooperation.

Version française *** **The English version precedes** ***

Bonjour,

L'Agence s'engage à favoriser une culture axée sur ses valeurs et principes d'éthique, ainsi que sur ceux de la fonction publique du Canada, de façon à ce que tous ses employés affichent un comportement qui soutient l'intégrité de ses programmes et effectuent leurs activités quotidiennes avec professionnalisme.

Les valeurs de l'ASFC liées au respect, à l'intégrité et au professionnalisme guident nos interactions avec les membres du public. Nous démontrons ces valeurs de plusieurs façons, notamment en ne faisant jamais de déclarations ou de gestes offensants, ironiques, menaçants, insultants, blessants ou provocateurs à l'intention d'une personne ou à son sujet.

La valeur de l'ASFC liée au respect englobe tous les gestes que nous accomplissons pour respecter la dignité inhérente de toutes les personnes. Les agents de première ligne font preuve de respect en n'adoptant jamais un comportement discriminatoire ou constituant du harcèlement. La *Loi canadienne sur les droits de la personne (CHRA)* interdit à tous les employés de l'ASFC de mener des actes discriminatoires fondés sur au moins un des motifs de discrimination. Ces actes discriminatoires comprennent le fait de priver une personne d'un service ou d'une mesure d'adaptation ou le fait de la défavoriser au moment de lui fournir un service ou de mettre en place une mesure d'adaptation. En tant que professionnels, nous connaissons nos obligations aux termes de la LCDP dans le cadre de nos fonctions et de nos interactions avec le public.

Comme vous le savez peut-être, le *Tribunal canadien des droits de la personne* (TCDP) a rendu une décision exigeant l'élaboration d'une formation distincte du module de formation en ligne, Diversité et relations interraciales, sur la discrimination et le harcèlement fondés sur la race.

Cela dit, le cours, *Prévention du profilage racial à la première ligne (H1015-P)* est maintenant offert sur « Mon apprentissage ».

Tous les agents de première ligne, les surintendants et les chefs d'opérations doivent avoir suivi le cours intitulé *Prévention du profilage racial* à la première ligne *d'ici le 31 octobre 2019.*

Nous demandons à tous les gestionnaires régionaux de souligner l'importance de suivre cette formation en temps opportun et, alors que la période de pointe pour les voyages approche à grands pas, de rappeler aux agents de première ligne la nécessité d'accomplir leurs fonctions avec professionnalisme et respect.

Si vous avez des questions au sujet de cette formation, veuillez communiquer avec Steven Durocher.

Je vous remercie d'avance de votre collaboration.

Lynne Lamarche

Director, Traveller Operations Division, Operations Branch
Canada Border Services Agency / Government of Canada
lynne.lamarche@cbsa-asfc.gc.ca / Tel: 613-941-5550 / TTY: 866-335-3237

Directrice, Division des opérations liées aux voyageurs,
Direction générale des opérations
Agence des services frontaliers du Canada / Gouvernement du Canada
lynne.lamarche@cbsa-asfc.gc.ca / Tél: 613-941-5550 / ATS: 866-335-3237

Manlongat, Carmen

From: Manlongat, Carmen
Sent: May 10, 2019 03:19 PM
To: Cuvalo, Marija
Subject: RE: Mandatory Training for Frontline Officers - Preventing Racial Profiling at the Frontline (H1015-P) / Formation obligatoire pour les agents de première ligne – Prévention du profilage racial à la première ligne (H1015-P)

Hi Marija,
I just read about it today.

Sincerely,
Carmen Manlongat

Learning Centre Manager, CBSA College - Mississauga Campus, Human Resource Branch
Canada Border Services Agency / Government of Canada
Carmen.Manlongat@cbsa-asfc.gc.ca Tel: 905-803-7982 / TTY: 866-335-3237

Gestionnaire du Centre d'apprentissage, Collège de l'ASFC – Campus de Mississauga, L'orientation, La Direction générale des ressources humaines
Agence des services frontaliers du Canada / Gouvernement du Canada
Carmen.Manlongat@cbsa-asfc.gc.ca Tél.: 905-803-7982 / ATS: 866-335-3237

From: Cuvalo, Marija <Marija.Cuvalo@cbsa-asfc.gc.ca>
Sent: May 10, 2019 3:17 PM
To: Manlongat, Carmen <Carmen.Manlongat@cbsa-asfc.gc.ca>
Subject: RE: Mandatory Training for Frontline Officers - Preventing Racial Profiling at the Frontline (H1015-P) / Formation obligatoire pour les agents de première ligne – Prévention du profilage racial à la première ligne (H1015-P)

Hi Carmen

Are you aware of this training?

Marija Cuvalo
A/Director, Corporate and Program Services Division, Operations Branch
Canada Border Services Agency / Government of Canada
Marija.Cuvalo@cbsa-asfc.gc.ca / Tel: 905-803-5345 / TTY: 866-335-3237

Directrice p.i., Division des services organisationnels et aux programmes, Direction générale des opérations
Agence des services frontaliers du Canada / Gouvernement du Canada
Marija.Cuvalo@cbsa-asfc.gc.ca / Tél: 905-803-5345 / ATS: 866-335-3237

Manlongat, Carmen

From: Manlongat, Carmen
Sent: May 10, 2019 03:28 PM
To: Turner, Jason; Rai, Balbir; Cerjanec, Pamela; Margan, Tommy; Honrado, Christine; March, Matthew
Cc: Murphy, Sharon
Subject: FW: Mandatory Training for Frontline Officers - Preventing Racial Profiling at the Frontline (H1015-P) / Formation obligatoire pour les agents de première ligne – Prévention du profilage racial à la première ligne (H1015-P)

Hello,
Please ensure that the SBSO's completed this online training also.
Thank you.

Sincerely,
Carmen Manlongat

Learning Centre Manager, CBSA College - Mississauga Campus, Human Resource Branch
Canada Border Services Agency / Government of Canada
Carmen.Manlongat@cbsa-asfc.gc.ca Tel: 905-803-7982 / TTY: 866-335-3237

Gestionnaire du Centre d'apprentissage, Collège de l'ASFC – Campus de Mississauga, L'orientation, La Direction générale des ressources humaines
Agence des services frontaliers du Canada / Gouvernement du Canada
Carmen.Manlongat@cbsa-asfc.gc.ca Tél.: 905-803-7982 / ATS: 866-335-3237

-------- Original message --------
From: CBSA-ASFC_Regional_Task_Tracking-Suivi_des_tâches_régionales <Regional_Task_Tracking-Suivi_des_taches_regionales@cbsa-asfc.gc.ca>
Date: 2019-05-06 4:24 PM (GMT-05:00)
To: "Auclair, Rachel" <Rachel.Auclair@cbsa-asfc.gc.ca>, CBSA-ASFC_ATL-ATL_CPSD_Taskings-DSOP_Tâches <NP156EXC16G@cbsa-asfc.gc.ca>, "Lebrun, Yvette" <Yvette.Lebrun@cbsa-asfc.gc.ca>, "Markell, Lance" <Lance.Markell@cbsa-asfc.gc.ca>, "Grant, Maryon" <Maryon.Grant@cbsa-asfc.gc.ca>, "Cuvalo, Marija" <Marija.Cuvalo@cbsa-asfc.gc.ca>, QUE_Suivis_Services_corporatifs_et_programmes <QUE_Suivis_Services_corporatifs_et_programmes@cbsa-asfc.gc.ca>, "PRA_CBSA-ASFC_Region, Programs" <Programs.PRA_CBSA-ASFC_Region@cbsa-asfc.gc.ca>, "Taylor, Carrie" <Carrie.Taylor@cbsa-asfc.gc.ca>, "Ridley, Jessica" <Jessica.Ridley@cbsa-asfc.gc.ca>, "McKinnon, Chastity" <Chastity.McKinnon@cbsa-asfc.gc.ca>
Cc: "Modler, Greg" <Greg.Modler@cbsa-asfc.gc.ca>, "Baxter, Stephen" <Stephen.Baxter@cbsa-asfc.gc.ca>, "Gaudreault, Philippe" <Philippe.Gaudreault@cbsa-asfc.gc.ca>, "Lamarche, Lynne" <Lynne.Lamarche@cbsa-asfc.gc.ca>, "Durocher, Steven" <Steven.Durocher@cbsa-asfc.gc.ca>, "Charland, Louis" <Louis.Charland@cbsa-asfc.gc.ca>

Subject: Mandatory Training for Frontline Officers - Preventing Racial Profiling at the Frontline (H1015-P) / Formation obligatoire pour les agents de première ligne – Prévention du profilage racial à la première ligne (H1015-P)

For your action / Veuillez donner suite

Thank you / merci

English Version *** **La version française suit** ***

Good day,

The Agency is committed to nurturing a culture that is founded on values and ethics of the Public Service of Canada and the CBSA, and in which all employees conduct themselves in a way that upholds the integrity of CBSA programs and demonstrates professionalism in your day to day activities.

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As you may be aware, the *Canadian Human Rights Tribunal* issued a decision which stipulated that training, separate from the existing on-line Diversity and Race Relations module, that focuses on race-based discrimination and profiling be established.

That said, the course, *Preventing Racial Profiling at the Frontline (H1015-P)* is now available on My Learning.

All frontline officers, superintendents and chiefs of operations **are required to complete the mandatory course on *Preventing Racial Profiling at the Frontline*, and are asked to do so by *October 31, 2019.***

We ask that all Regional management highlight the importance of completing this training in a timely fashion, and, as we approach peak travel periods, remind all frontline officers to ensure they carry out their duties in a professional and respectful manner.

Should you have any questions regarding the training please contact Steven Durocher.

Thank you in advance for your cooperation.

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Comme vous le savez peut-être, le *Tribunal canadien des droits de la personne* (TCDP) a rendu une décision exigeant l'élaboration d'une formation distincte du module de formation en ligne, Diversité et relations interraciales, sur la discrimination et le harcèlement fondés sur la race.

Cela dit, le cours, *Prévention du profilage racial à la première ligne (H1015-P)* est maintenant offert sur « Mon apprentissage ».

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Si vous avez des questions au sujet de cette formation, veuillez communiquer avec Steven Durocher.

Je vous remercie d'avance de votre collaboration.

Lynne Lamarche

Director, Traveller Operations Division, Operations Branch
Canada Border Services Agency / Government of Canada
lynne.lamarche@cbsa-asfc.gc.ca / Tel: 613-941-5550 / TTY: 866-335-3237

Directrice, Division des opérations liées aux voyageurs,
Direction générale des opérations
Agence des services frontaliers du Canada / Gouvernement du Canada
lynne.lamarche@cbsa-asfc.gc.ca / Tél: 613-941-5550 / ATS: 866-335-3237

Manlongat, Carmen

From: Manlongat, Carmen
Sent: May 15, 2019 11:04 AM
To: Cuvalo, Marija
Cc: Murphy, Sharon; Coloma, Brittany
Subject: Fw: Mandatory Training for Frontline Officers - Preventing Racial Profiling at the Frontline (H1015-P) / Formation obligatoire pour les agents de première ligne – Prévention du profilage racial à la première ligne (H1015-P)

Fyi
Sent from my BlackBerry 10 smartphone on the Bell network.

From: Bacon, Jason <Jason.Bacon@cbsa-asfc.gc.ca>
Sent: Wednesday, May 15, 2019 8:50 AM
To: Manlongat, Carmen
Subject: RE: Mandatory Training for Frontline Officers - Preventing Racial Profiling at the Frontline (H1015-P) / Formation obligatoire pour les agents de première ligne – Prévention du profilage racial à la première ligne (H1015-P)

Hi Carmen,

As per last weeks discussion, I've heard back from traveller branch and as any clerical and commercial staff should be encouraged to complete the course but it would not be deemed mandatory.

Hope this helps!

Thanks

Jason

From: Manlongat, Carmen <Carmen.Manlongat@cbsa-asfc.gc.ca>
Sent: May 10, 2019 3:24 PM
To: Bacon, Jason <Jason.Bacon@cbsa-asfc.gc.ca>
Subject: FW: Mandatory Training for Frontline Officers - Preventing Racial Profiling at the Frontline (H1015-P) / Formation obligatoire pour les agents de première ligne – Prévention du profilage racial à la première ligne (H1015-P)

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Sincerely,
Carmen Manlongat

Learning Centre Manager, CBSA College - Mississauga Campus, Human Resource Branch
Canada Border Services Agency / Government of Canada
Carmen.Manlongat@cbsa-asfc.gc.ca Tel: 905-803-7982 / TTY: 866-335-3237

Gestionnaire du Centre d'apprentissage, Collège de l'ASFC – Campus de Mississauga,
L'orientation, La Direction générale des ressources humaines
Agence des services frontaliers du Canada / Gouvernement du Canada
Carmen.Manlongat@cbsa-asfc.gc.ca Tél.: 905-803-7982 / ATS: 866-335-3237

From: Cuvalo, Marija <Marija.Cuvalo@cbsa-asfc.gc.ca>
Sent: May 10, 2019 3:17 PM
To: Manlongat, Carmen <Carmen.Manlongat@cbsa-asfc.gc.ca>
Subject: RE: Mandatory Training for Frontline Officers - Preventing Racial Profiling at the Frontline (H1015-P) / Formation obligatoire pour les agents de première ligne – Prévention du profilage racial à la première ligne (H1015-P)

Hi Carmen

Are you aware of this training?

Marija Cuvalo
A/Director, Corporate and Program Services Division, Operations Branch
Canada Border Services Agency / Government of Canada
Marija.Cuvalo@cbsa-asfc.gc.ca / Tel: 905-803-5345 / TTY: 866-335-3237

Directrice p.i., Division des services organisationnels et aux programmes,
Direction générale des opérations
Agence des services frontaliers du Canada / Gouvernement du Canada
Marija.Cuvalo@cbsa-asfc.gc.ca / Tél: 905-803-5345 / ATS: 866-335-3237

From: Manlongat, Carmen <Carmen.Manlongat@cbsa-asfc.gc.ca>
Sent: May 10, 2019 9:50 AM
To: Cuvalo, Marija <Marija.Cuvalo@cbsa-asfc.gc.ca>
Subject: RE: Mandatory Training for Frontline Officers - Preventing Racial Profiling at the Frontline (H1015-P) / Formation obligatoire pour les agents de première ligne – Prévention du profilage racial à la première ligne (H1015-P)

Hi Marija,
I am back in the office.

Sincerely,
Carmen Manlongat

Learning Centre Manager, CBSA College - Mississauga Campus, Human Resource Branch
Canada Border Services Agency / Government of Canada
Carmen.Manlongat@cbsa-asfc.gc.ca Tel: 905-803-7982 / TTY: 866-335-3237

Gestionnaire du Centre d'apprentissage, Collège de l'ASFC – Campus de Mississauga,
L'orientation, La Direction générale des ressources humaines

Agence des services frontaliers du Canada / Gouvernement du Canada
Carmen.Manlongat@cbsa-asfc.gc.ca Tél.: 905-803-7982 / ATS: 866-335-3237

From: Cuvalo, Marija <Marija.Cuvalo@cbsa-asfc.gc.ca>
Sent: May 6, 2019 4:33 PM
To: Manlongat, Carmen <Carmen.Manlongat@cbsa-asfc.gc.ca>
Subject: Fwd: Mandatory Training for Frontline Officers - Preventing Racial Profiling at the Frontline (H1015-P) / Formation obligatoire pour les agents de première ligne – Prévention du profilage racial à la première ligne (H1015-P)

Hi Carmen
Are you at Matheson?

Sent from my Bell Samsung device over Canada's largest network.

-------- Original message --------
From: CBSA-ASFC_Regional_Task_Tracking-Suivi_des_tâches_régionales <Regional_Task_Tracking-Suivi_des_taches_regionales@cbsa-asfc.gc.ca>
Date: 2019-05-06 4:24 PM (GMT-05:00)
To: "Auclair, Rachel" <Rachel.Auclair@cbsa-asfc.gc.ca>, CBSA-ASFC_ATL-ATL_CPSD_Taskings-DSOP_Tâches <NP156EXC16G@cbsa-asfc.gc.ca>, "Lebrun, Yvette" <Yvette.Lebrun@cbsa-asfc.gc.ca>, "Markell, Lance" <Lance.Markell@cbsa-asfc.gc.ca>, "Grant, Maryon" <Maryon.Grant@cbsa-asfc.gc.ca>, "Cuvalo, Marija" <Marija.Cuvalo@cbsa-asfc.gc.ca>, QUE_Suivis_Services_corporatifs_et_programmes <QUE_Suivis_Services_corporatifs_et_programmes@cbsa-asfc.gc.ca>, "PRA_CBSA-ASFC_Region, Programs" <Programs.PRA_CBSA-ASFC_Region@cbsa-asfc.gc.ca>, "Taylor, Carrie" <Carrie.Taylor@cbsa-asfc.gc.ca>, "Ridley, Jessica" <Jessica.Ridley@cbsa-asfc.gc.ca>, "McKinnon, Chastity" <Chastity.McKinnon@cbsa-asfc.gc.ca>
Cc: "Modler, Greg" <Greg.Modler@cbsa-asfc.gc.ca>, "Baxter, Stephen" <Stephen.Baxter@cbsa-asfc.gc.ca>, "Gaudreault, Philippe" <Philippe.Gaudreault@cbsa-asfc.gc.ca>, "Lamarche, Lynne" <Lynne.Lamarche@cbsa-asfc.gc.ca>, "Durocher, Steven" <Steven.Durocher@cbsa-asfc.gc.ca>, "Charland, Louis" <Louis.Charland@cbsa-asfc.gc.ca>
Subject: Mandatory Training for Frontline Officers - Preventing Racial Profiling at the Frontline (H1015-P) / Formation obligatoire pour les agents de première ligne – Prévention du profilage racial à la première ligne (H1015-P)

For your action / Veuillez donner suite

Thank you / merci

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Canada Border Services Agency / Government of Canada
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Manlongat, Carmen

From: Manlongat, Carmen
Sent: May 31, 2019 03:56 PM
To: Cuvalo, Marija
Subject: FW: Mandatory Training for Frontline Officers - Preventing Racial Profiling at the Frontline (H1015-P) / Formation obligatoire pour les agents de première ligne – Prévention du profilage racial à la première ligne (H1015-P)

Hi Marija,
I know we talked about it before and it was a similar approach to what we discussed. Here is more clarification from the campus.

While mandatory for BSOs, the OPI recommends that all employees who interact with the public (frontline employees) take the online training.

Sincerely,
Carmen Manlongat

Learning Centre Manager, CBSA College - Mississauga Campus, Human Resource Branch
Canada Border Services Agency / Government of Canada
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Agence des services frontaliers du Canada / Gouvernement du Canada
Carmen.Manlongat@cbsa-asfc.gc.ca Tél.: 905-803-7982 / ATS: 866-335-3237

From: St Laurent, Lisa <Lisa.StLaurent@cbsa-asfc.gc.ca>
Sent: May 31, 2019 3:44 PM
To: Church, Darren <Darren.Church@cbsa-asfc.gc.ca>; Lang, Bryan <Bryan.Lang@cbsa-asfc.gc.ca>; Hill, Daniel <Daniel.Hill@cbsa-asfc.gc.ca>; Manlongat, Carmen <Carmen.Manlongat@cbsa-asfc.gc.ca>; Joachim, Céline <Celine.Joachim@cbsa-asfc.gc.ca>; Boudreault, Martin <Martin.Boudreault@cbsa-asfc.gc.ca>; Brock, Julie <Julie.Brock@cbsa-asfc.gc.ca>
Cc: Hoang, Sophie <Sophie.Hoang@cbsa-asfc.gc.ca>; Laberge, Sylviane <Sylviane.Laberge@cbsa-asfc.gc.ca>
Subject: FW: Mandatory Training for Frontline Officers - Preventing Racial Profiling at the Frontline (H1015-P) / Formation obligatoire pour les agents de première ligne – Prévention du profilage racial à la première ligne (H1015-P)

Campus managers/Gestionnaires de campus,

In response to requests regarding the tasking below, following a meeting with the OPI, I would like to offer the following clarification.

As per the CHRC decision in the case of Davis v. Canada Border Services Agency, 2014 CHRT 34 (CanLII) https://www.canlii.org/en/ca/chrt/doc/2014/2014chrt34/2014chrt34.html, a course was developed for the target audience of Border Services Officers (BSOs) and expanded to include Superintendents and Chiefs.

While mandatory for BSOs, the OPI recommends that all employees who interact with the public (frontline employees) take the online training.

My team will be providing quarterly reports which will include all regional employees. You and your clients will be able to use these reports for planning and progress reporting.
++

En réponse aux demandes concernant les tâches ci-dessous, à la suite d'une réunion avec le BPR, j'aimerais apporter les précisions suivantes.

Conformément à la décision de la TCDP dans l'affaire Davis c. Agence des services frontaliers du Canada, 2014 TCDP 34 (CanLII) https://www.canlii.org/fr/ca/tcdp/doc/2014/2014tcdp34/2014tcdp34.html, un cours a été conçu pour la population cible des Agents des services frontaliers (ASF) et ensuite la population cible a été élargie pour inclure les surintendants et les chefs.

Bien que obligatoire pour les ASF, le BPR recommande que tous les employés qui interagissent avec le public (employés de première ligne) suivent la formation en ligne.

Mon équipe fournira des rapports trimestriels incluant tous les employés régionaux. Vous et vos clients pourrez utiliser ces rapports pour la planification et les rapports de progression.

Thank you/Merci

Lisa St Laurent
Manager, CBSA College - satellite campuses, Human Resources Branch
Canada Border Services Agency/ Government of Canada
Lisa.StLaurent@cbsa-asfc.gc.ca
Tel: 343-291-7858 / Cell : l/ ATS : 866-335-3237

Gestionnaire, Collège de l'ASFC – campus satellites, Direction générale des ressources humaines
Agence des services frontaliers du Canada/ Gouvernement du Canada
Lisa.StLaurent@cbsa-asfc.gc.ca
Tél: 343-291-7858 / Tél cell / TTY: 866-335-3237

From: CBSA-ASFC_Regional_Task_Tracking-Suivi_des_tâches_régionales
Sent: May 6, 2019 4:24:42 PM (UTC-05:00) Eastern Time (US & Canada)
To: Auclair, Rachel; CBSA-ASFC_ATL-ATL_CPSD_Taskings-DSOP_Tâches; Lebrun, Yvette; Markell, Lance; Grant, Maryon; Cuvalo, Marija; QUE_Suivis_Services_corporatifs_et_programmes; PRA_CBSA-ASFC_Region, Programs; Taylor, Carrie; Ridley, Jessica; McKinnon, Chastity
Cc: Modler, Greg; Baxter, Stephen; Gaudreault, Philippe; Lamarche, Lynne; Durocher, Steven; Charland, Louis
Subject: Mandatory Training for Frontline Officers - Preventing Racial Profiling at the Frontline (H1015-P) / Formation obligatoire pour les agents de première ligne – Prévention du profilage racial à la première ligne (H1015-P)

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Si vous avez des questions au sujet de cette formation, veuillez communiquer avec Steven Durocher.

Je vous remercie d'avance de votre collaboration.

Lynne Lamarche

Director, Traveller Operations Division, Operations Branch
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Joachim, Céline

From: St Laurent, Lisa
Sent: May 7, 2019 12:39 PM
To: Joachim, Céline; Boudreault, Martin; Church, Darren; Manlongat, Carmen; Brock, Julie; Hill, Daniel; Lang, Bryan
Cc: Plante, Sylvie; Hoang, Sophie
Subject: RE: Mandatory Training for Frontline Officers - Preventing Racial Profiling at the Frontline (H1015-P) / Formation obligatoire pour les agents de première ligne – Prévention du profilage racial à la première ligne (H1015-P)

Yes – I don't see why not. Josee has kindly offered her help to provide us with a format (including all the formulae, etc) that she uses for the mandatory report. It is on my list!

From: Joachim, Céline <Celine.Joachim@cbsa-asfc.gc.ca>
Sent: May 7, 2019 12:25 PM
To: St Laurent, Lisa <Lisa.StLaurent@cbsa-asfc.gc.ca>; Boudreault, Martin <Martin.Boudreault@cbsa-asfc.gc.ca>; Church, Darren <Darren.Church@cbsa-asfc.gc.ca>; Manlongat, Carmen <Carmen.Manlongat@cbsa-asfc.gc.ca>; Brock, Julie <Julie.Brock@cbsa-asfc.gc.ca>; Hill, Daniel <Daniel.Hill@cbsa-asfc.gc.ca>; Lang, Bryan <Bryan.Lang@cbsa-asfc.gc.ca>
Cc: Plante, Sylvie <Sylvie.Plante@cbsa-asfc.gc.ca>; Hoang, Sophie <Sophie.Hoang@cbsa-asfc.gc.ca>
Subject: RE: Mandatory Training for Frontline Officers - Preventing Racial Profiling at the Frontline (H1015-P) / Formation obligatoire pour les agents de première ligne – Prévention du profilage racial à la première ligne (H1015-P)

Thank you Lisa,
Do you think once a quarter would be feasible ?

Céline Joachim

Gestionnaire, apprentissage et formation - Direction générale des ressources humaines
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Manager, training and learning - Human Resources Branch
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celine.joachim@cbsa-asfc.gc.ca / Tel : 514-679-6378 / TTY: 866-335-3237

From: St Laurent, Lisa <Lisa.StLaurent@cbsa-asfc.gc.ca>
Sent: May 7, 2019 9:16 AM
To: Joachim, Céline <Celine.Joachim@cbsa-asfc.gc.ca>; Boudreault, Martin <Martin.Boudreault@cbsa-asfc.gc.ca>; Church, Darren <Darren.Church@cbsa-asfc.gc.ca>; Manlongat, Carmen <Carmen.Manlongat@cbsa-asfc.gc.ca>; Brock, Julie <Julie.Brock@cbsa-asfc.gc.ca>; Hill, Daniel <Daniel.Hill@cbsa-asfc.gc.ca>; Lang, Bryan <Bryan.Lang@cbsa-asfc.gc.ca>
Cc: Plante, Sylvie <Sylvie.Plante@cbsa-asfc.gc.ca>; Hoang, Sophie

<Sophie.Hoang@cbsa-asfc.gc.ca>
Subject: Re: Mandatory Training for Frontline Officers - Preventing Racial Profiling at the Frontline (H1015-P) / Formation obligatoire pour les agents de première ligne – Prévention du profilage racial à la première ligne (H1015-P)

Hi there

This does not meet the definition of mandatory for the My Learning team, as it is not mandatory for ALL CBSA employees - rather, just our regional frontline clients....

I was not aware of this initiative either...

My team will look at pulling reports on a regular basis for all campuses...

Sent from my BlackBerry 10 smartphone on the Bell network.

From: Joachim, Céline
Sent: Tuesday, May 7, 2019 8:49 AM
To: St Laurent, Lisa; Boudreault, Martin; Church, Darren; Manlongat, Carmen; Brock, Julie; Hill, Daniel; Lang, Bryan
Cc: Plante, Sylvie; Hoang, Sophie
Subject: FW: Mandatory Training for Frontline Officers - Preventing Racial Profiling at the Frontline (H1015-P) / Formation obligatoire pour les agents de première ligne – Prévention du profilage racial à la première ligne (H1015-P)

Hello Colleagues,
Are you aware of the below mandatory online training for 2019-2020 ?
It was not in the received data yesterday from Josée.
See in yellow...

Céline Joachim

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From: CBSA-ASFC_Regional_Task_Tracking-Suivi_des_tâches_régionales
Sent: May 6, 2019 4:24:42 PM (UTC-05:00) Eastern Time (US & Canada)
To: Auclair, Rachel; CBSA-ASFC_ATL-ATL_CPSD_Taskings-DSOP_Tâches; Lebrun, Yvette; Markell, Lance; Grant, Maryon; Cuvalo, Marija; QUE_Suivis_Services_corporatifs_et_programmes; PRA_CBSA-ASFC_Region, Programs; Taylor, Carrie; Ridley, Jessica; McKinnon, Chastity
Cc: Modler, Greg; Baxter, Stephen; Gaudreault, Philippe; Lamarche, Lynne; Durocher, Steven; Charland, Louis
Subject: Mandatory Training for Frontline Officers - Preventing Racial Profiling at the Frontline (H1015-P) / Formation obligatoire pour les agents de première ligne – Prévention du profilage racial à la première ligne (H1015-P)

For your action / Veuillez donner suite

Thank you / merci

English Version ***** La version française suit *****

Good day,

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The CBSA value of Respect encompasses all that we do to value the inherent dignity of all people. Frontline officers show respect by never engaging in discriminatory or harassing behaviour. The *Canadian Human Rights Act (CHRA)* prohibits all CBSA employees from discriminatory practices based on one or more grounds of discrimination. Discriminatory practices include denying someone a service or accommodation or providing someone services or accommodation in a way that treats them adversely and differently. As professionals, we are all aware of our CHRA obligations in the conduct of our duties and in our interactions with the public.

As you may be aware, the *Canadian Human Rights Tribunal* issued a decision which stipulated that training, separate from the existing on-line Diversity and Race Relations module, that focuses on race-based discrimination and profiling be established.

That said, the course, *Preventing Racial Profiling at the Frontline (H1015-P)* is now available on My Learning.

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Thank you in advance for your cooperation.

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moins un des motifs de discrimination. Ces actes discriminatoires comprennent le fait de priver une personne d'un service ou d'une mesure d'adaptation ou le fait de la défavoriser au moment de lui fournir un service ou de mettre en place une mesure d'adaptation. En tant que professionnels, nous connaissons nos obligations aux termes de la LCDP dans le cadre de nos fonctions et de nos interactions avec le public.

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Lynne Lamarche

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Joachim, Céline

From: Joachim, Céline
Sent: June 3, 2019 09:48 PM
To: Schuler, Tuula; Frank, Darren; Kendrew, Tammy; Markell, Lance; Chenier, Stephanie
Cc: Omar, Hayat; Thomson, Shawn; Stewart, Shannon; Hoag, Shawn; CBSA-ASFC_Ottawa_Training-Formation
Subject: Mandatory Training for Frontline Officers - Preventing Racial Profiling at the Frontline (H1015-P) / Formation obligatoire pour les agents de première ligne – Prévention du profilage racial à la première ligne (H1015-P)

(La version française suit)

Directors,

In response to requests regarding the tasking below and following a meeting with the OPI, I would like to offer the following clarification:

As per the CHRC decision in the case of Davis v. Canada Border Services Agency, 2014 CHRT 34 (CanLII) https://www.canlii.org/en/ca/chrt/doc/2014/2014chrt34/2014chrt34.html, a course was developed for the target audience of Border Services Officers (BSOs) and expanded to include Superintendents and Chiefs.

While mandatory for BSOs, **the OPI recommends that all employees who interact with the public (frontline employees) take the online training**.

Training and Learning will be providing quarterly reports which will include all regional employees. Your respective management teams will be able to use these reports for planning and progress reporting.

Thank you,

****

(English version precedes)

Comité de direction,

En réponse aux demandes concernant la formation mentionnée en rubrique ainsi qu'à la suite d'une réunion avec le BPR, j'aimerais apporter les précisions suivantes :

Conformément à la décision de la TCDP dans l'affaire Davis c. Agence des services frontaliers du Canada, 2014 TCDP 34 (CanLII) https://www.canlii.org/fr/ca/tcdp/doc/2014/2014tcdp34/2014tcdp34.html, un cours a été conçu pour la population cible des Agents des services frontaliers (ASF) et élargie à la population cible des surintendants et des chefs des opérations.

Bien qu'obligatoire pour les Agents des Services Frontaliers, **le BPR recommande que tous les employés qui interagissent avec le public (employés de première ligne) suivent la formation en ligne**.

La division de l'apprentissage et de la formation fournira des rapports trimestriels incluant tous les employés régionaux. Vos équipes de gestion respectives pourront utiliser ces rapports dans un but de planification et d'analyse.

Merci,

Céline Joachim

Gestionnaire, apprentissage et formation - Direction générale des ressources humaines
Campus du Nord de l'Ontario
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celine.joachim@cbsa-asfc.gc.ca / Tél : 514-679-6378 / ATS : 866-335-3237
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From: CBSA-ASFC_Regional_Task_Tracking-Suivi_des_tâches_régionales
Sent: May 6, 2019 4:24:42 PM (UTC-05:00) Eastern Time (US & Canada)
To: Auclair, Rachel; CBSA-ASFC_ATL-ATL_CPSD_Taskings-DSOP_Tâches; Lebrun, Yvette; Markell, Lance; Grant, Maryon; Cuvalo, Marija; QUE_Suivis_Services_corporatifs_et_programmes; PRA_CBSA-ASFC_Region, Programs; Taylor, Carrie; Ridley, Jessica; McKinnon, Chastity
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For your action / Veuillez donner suite

Thank you / merci

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Joachim, Céline

From: Joachim, Céline
Sent: June 4, 2019 10:10 AM
To: Stewart, Shannon; Thomson, Shawn
Subject: FW: Issue with some online training - Problématique avec certaines formations en ligne

Importance: High

FYI / PVI

Céline Joachim

Gestionnaire, apprentissage et formation - Direction générale des ressources humaines
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Manager, training and learning - Human Resources Branch
Canada Border Services Agency / Government of Canada
celine.joachim@cbsa-asfc.gc.ca / Tel : 514-679-6378 / TTY: 866-335-3237

From: Charron, Josee <Josee.Charron@cbsa-asfc.gc.ca>
Sent: June 4, 2019 9:47 AM
To:
Subject: FW: Issue with some online training - Problématique avec certaines formations en ligne
Importance: High

FYI/PVI due to the fact that this issue affect mainly the online training *H1015-P Preventing Racial Profiling Frontline*. We have received several emails regarding access to this course since this morning.

See below.
Thanks and I will keep you posted.

Merci
Josée

From: Charron, Josee
Sent: June 4, 2019 9:32 AM
Subject: Issue with some online training - Problématique avec certaines formations en ligne
Importance: High

Good morning/Bon matin,

Since the CRA server has been updated last weekend, some online training (not all) are not accessible. Employees are getting error message via My Learning when they open the training content.
Please note that CRA has been advised and they are looking at this issue. I will advise you once is fixed. There is no CAS Communication planned to be sent as we don't expect the issue is major and will probably be fixed soon.

Error message:

Errors occurred

Incomplete or incorrect data:

```
com.sap.hcm.ls.lms.servlets.exceptions.InvalidArgumentException :
	at com.sap.hcm.ls.lms.servlets.control.CourseUpdater.update(CourseUpdater.java:79)
	at com.sap.hcm.ls.lms.servlets.control.EventDispatcher.updateModels(EventDispatcher.java:133)
	at com.sap.hcm.ls.lms.servlets.control.RequestProcessor.doProcess(RequestProcessor.java:100)
	at com.sap.hcm.ls.lms.servlets.control.RequestProcessor.process(RequestProcessor.java:80)
	at com.sap.hcm.ls.lms.servlets.control.Mediator.processRequest(Mediator.java:266)
	at com.sap.hcm.ls.lms.servlets.control.Mediator.doGet(Mediator.java:151)
	at javax.servlet.http.HttpServlet.service(HttpServlet.java:742)
	at javax.servlet.http.HttpServlet.service(HttpServlet.java:847)
	at com.sap.engine.services.servlets_jsp.server.Invokable.invoke(Invokable.java:152)
	at com.sap.engine.services.servlets_jsp.server.Invokable.invoke(Invokable.java:38)
	at com.sap.engine.services.servlets_jsp.server.HttpHandlerImpl.runServlet(HttpHandlerImpl.java:466)
	at com.sap.engine.services.servlets_jsp.server.HttpHandlerImpl.handleRequest(HttpHandlerImpl.java:210)
	at com.sap.engine.services.httpserver.server.RequestAnalizer.startServlet(RequestAnalizer.java:441)
	at com.sap.engine.services.httpserver.server.RequestAnalizer.startServlet(RequestAnalizer.java:430)
	at com.sap.engine.services.servlets_jsp.filters.DSRWebContainerFilter.process(DSRWebContainerFilter.java:38)
```

Thanks
Josée

Josée Charron

Team Leader *My Learning*, Human Resources Branch
Canada Border Services Agency / Government of Canada
Josée.Charron@cbsa-asfc.gc.ca / NEW Tel: 343-291-6360

Chef d'équipe *Mon apprentissage*, Direction des ressources humaines
Agence des Services Frontaliers du Canada / Gouvernement du Canada
Josée.Charron@cbsa-asfc.gc.ca / NOUVEAU Tel: 343-291-6360



TLSD in Development

New Design	Redesign	Maintenance	Videography	Other
• Intel Officer Fundamentals (workbook and in-class) – Q4 pilot • Hearings Officer Fundamentals (on-line and in-class) – Q2 *next fiscal* • Facial Comparison (on-line) – Q4 • US Preclearance • Books and Records-Q4 Pilot • Processing Indigenous People and Goods – Q1 • Preventing Racial Profiling at the Front Line (online) – End of Fiscal 2019	• Fingerprinting & Livescan online training (on-line) – Q1 • Information Gathering and Reporting online training (In-class and on-line) – Q4 • Court Prep (on-line) – Q4 • Inland Investigations – (in-class) Q4 • Removals – (on-line and in-class) Q4 • Commercial Aircraft Examination – Q4 • Air Mode Transport – Q4	• Diversity and Race Relations – Q4 • Inspection of Goods Potentially Contaminated with Soil and/or Related Matter – Q4	• Information Sharing - Biometrics • Hearings Officer Fundamentals • Designated Safe Examination Areas (DSEA)	• Conversion of existing online courseware to HTML5 to mitigate accessibility issues and security vulnerabilities with Flash Player • Piloting of an Integrated E&I Training Curriculum • Development of the Indigenous training strategy • Piloting Blanket Exercise • BSO Task Analysis

From: Charron, Josee <Josee.Charron@cbsa-asfc.gc.ca>
Sent: April 1, 2019 12:13 PM
To: Aubin, Josee <Josee.Aubin@cbsa-asfc.gc.ca>; Bowers, Emma <Emma.Bowers@cbsa-asfc.gc.ca>; Brant, Kaitlyn <Kaitlyn.Brant@cbsa-asfc.gc.ca>; Caron, Julie <Julie.Caron@cbsa-asfc.gc.ca>; Maddalena, Renata <Renata.Maddalena@cbsa-asfc.gc.ca>; Viau, Lise <Lise.Viau@cbsa-asfc.gc.ca>; Archer, Melissa <Melissa.Archer@cbsa-asfc.gc.ca>; Eldridge, Lauren <Lauren.Eldridge@cbsa-asfc.gc.ca>; Nanji, Anita <Anita.Nanji@cbsa-asfc.gc.ca>; Santaniello, Sabrina <Sabrina.Santaniello@cbsa-asfc.gc.ca>; Scott, Christiena <Christiena.Scott@cbsa-asfc.gc.ca>; Sharp, Sarah <Sarah.Sharp@cbsa-asfc.gc.ca>; Tennier, Shari <Shari.Tennier@cbsa-asfc.gc.ca>; Wilson, Sheila <Sheila.Wilson@cbsa-asfc.gc.ca>; Heir, Jas <Jas.Heir@cbsa-asfc.gc.ca>; Lobach, Diana <Diana.Lobach@cbsa-asfc.gc.ca>; Lora Vilchis, Yolanda <Yolanda.LoraVilchis@cbsa-asfc.gc.ca>; MacPherson, Kerry <Kerry.MacPherson@cbsa-asfc.gc.ca>; Ormandy, Amanda <Amanda.Ormandy@cbsa-asfc.gc.ca>; Stepien, Magdalena <Magdalena.Stepien@cbsa-asfc.gc.ca>; Turner, Larry <Larry.Turner@cbsa-asfc.gc.ca>; Bériault, Hélène <Helene.Beriault@cbsa-asfc.gc.ca>; King, Christina <Christina.King@cbsa-asfc.gc.ca>; Longpré, Martine <martine.longpre@cbsa-asfc.gc.ca>; Doiron, Madeline <Madeline.Doiron@cbsa-asfc.gc.ca>; Mahar, Dakota <Dakota.Mahar@cbsa-asfc.gc.ca>; Plante, Marco (MCE) <MarcoP.Plante@cbsa-asfc.gc.ca>; Simpson, Cynthia <Cynthia.Simpson@cbsa-asfc.gc.ca>; Doiron, Quinton <Quinton.Doiron@cbsa-asfc.gc.ca>; Lang, Crystal <Crystal.Lang@cbsa-asfc.gc.ca>; Mitri, Helen <Helen.Mitri@cbsa-asfc.gc.ca>; Hunt, Timothy <Timothy.Hunt@cbsa-asfc.gc.ca>; Padpad, Kristine <Kristine.Padpad@cbsa-asfc.gc.ca>; Penney, Sandra <Sandra.Penney@cbsa-asfc.gc.ca>; Sherby, Dawn <Dawn.Sherby@cbsa-asfc.gc.ca>; Condurache, Tania <Tania.Condurache@cbsa-asfc.gc.ca>; Laberge, Sylviane <Sylviane.Laberge@cbsa-asfc.gc.ca>; Nadon, Pascal <Pascal.Nadon@cbsa-asfc.gc.ca>; Pereira, Luis Filipe <LuisFilipe.Pereira@cbsa-asfc.gc.ca>
Cc: Bacon, Jason <Jason.Bacon@cbsa-asfc.gc.ca>; McCambley, Vickie <Vickie.McCambley@cbsa-asfc.gc.ca>; CBSA-ASFC_TDR-DCF <TDR-DCF@cbsa-asfc.gc.ca>; Boudreau, Suzanne <Suzanne.Boudreau@cbsa-asfc.gc.ca>; Laporte, Valérie <Valerie.Laporte@cbsa-asfc.gc.ca>; My Learning Support / Soutien Mon Apprentissage (CBSA/ASFC) <CBSA.My_Learning_Support-Soutien_Mon_Apprentissage.ASFC@cbsa-asfc.gc.ca>; St Laurent, Lisa <Lisa.StLaurent@cbsa-asfc.gc.ca>; CBSA-ASFC_NTP_Coordination_PNF <NTP_Coordination_PNF@cbsa-asfc.gc.ca>; James, Alison <Alison.James@cbsa-asfc.gc.ca>
Subject: New online training: H1015-P Preventing Racial Profiling at the Frontline/ Nouvelle formation en ligne : H1015-P Prévention du profilage racial à la première ligne

FYI – Training Coordinators and CAS Role 20 users / PVI – Coordonnateurs de formation et utilisateurs SAE du rôle 20

This email is sent to CAS role 20 users/Training Coordinators for information and not to be distributed to employees / Ce courriel est envoyé aux utilisateurs du rôle 20 aux SAE et au coordonnateur de formation pour information et non pour la distribution aux employés.

Hello,

Please note that the following online training has been created in CAS/My Learning.

H1015-P Preventing Racial Profiling at the Frontline

CBSA online training list:

If you have any question feel free to contact me.

Thank you.

****

Bonjour,

Veuillez noter que la nouvelle formation en ligne suivante vient d'être créée dans les SAE/Mon apprentissage.

H1015-P Prévention du profilage racial à la première ligne

Liste des formations en ligne de l'ASFC :

Si vous avez des questions n'hésitez pas à communiquer avec moi.

Merci.

Josée Charron

Team Lead *My Learning*, Human Resources Branch
Canada Border Services Agency / Government of Canada
Josée.Charron@cbsa-asfc.gc.ca / NEW Tel : 343-291-6360

Chef d'équipe *Mon apprentissage*, Direction des ressources humaines
Agence des Services Frontaliers du Canada / Gouvernement du Canada
Josée.Charron@cbsa-asfc.gc.ca / NOUVEAU Tel : 343-291-6360

From: Charron, Josee <Josee.Charron@cbsa-asfc.gc.ca>
Sent: May 8, 2019 11:07 AM
To: Condurache, Tania <Tania.Condurache@cbsa-asfc.gc.ca>; Laberge, Sylviane <Sylviane.Laberge@cbsa-asfc.gc.ca>; Nadon, Pascal <Pascal.Nadon@cbsa-asfc.gc.ca>; Hunt, Timothy <Timothy.Hunt@cbsa-asfc.gc.ca>; Padpad, Kristine <Kristine.Padpad@cbsa-asfc.gc.ca>; Penney, Sandra <Sandra.Penney@cbsa-asfc.gc.ca>; Sherby, Dawn <Dawn.Sherby@cbsa-asfc.gc.ca>; Doiron, Quinton <Quinton.Doiron@cbsa-asfc.gc.ca>; Lang, Crystal <Crystal.Lang@cbsa-asfc.gc.ca>; Mitri, Helen <Helen.Mitri@cbsa-asfc.gc.ca>; Doiron, Madeline <Madeline.Doiron@cbsa-asfc.gc.ca>; Mahar, Dakota <Dakota.Mahar@cbsa-asfc.gc.ca>; Plante, Marco (MCE) <MarcoP.Plante@cbsa-asfc.gc.ca>; Simpson, Cynthia <Cynthia.Simpson@cbsa-asfc.gc.ca>; Bériault, Hélène <Helene.Beriault@cbsa-asfc.gc.ca>; King, Christina <Christina.King@cbsa-asfc.gc.ca>; Longpré, Martine <martine.longpre@cbsa-asfc.gc.ca>; Heir, Jas <Jas.Heir@cbsa-asfc.gc.ca>; Lobach, Diana <Diana.Lobach@cbsa-asfc.gc.ca>; Lora Vilchis, Yolanda <Yolanda.LoraVilchis@cbsa-asfc.gc.ca>; MacPherson, Kerry <Kerry.MacPherson@cbsa-asfc.gc.ca>; Ormandy, Amanda <Amanda.Ormandy@cbsa-asfc.gc.ca>; Stepien, Magdalena <Magdalena.Stepien@cbsa-asfc.gc.ca>; Turner, Larry <Larry.Turner@cbsa-asfc.gc.ca>; Archer, Melissa <Melissa.Archer@cbsa-asfc.gc.ca>; Eldridge, Lauren <Lauren.Eldridge@cbsa-asfc.gc.ca>; Nanji, Anita <Anita.Nanji@cbsa-asfc.gc.ca>; Santaniello, Sabrina <Sabrina.Santaniello@cbsa-asfc.gc.ca>; Scott, Christiena <Christiena.Scott@cbsa-asfc.gc.ca>; Sharp, Sarah <Sarah.Sharp@cbsa-asfc.gc.ca>; Tennier, Shari <Shari.Tennier@cbsa-asfc.gc.ca>; Wilson, Sheila <Sheila.Wilson@cbsa-asfc.gc.ca>; Hudec, Christopher <Christopher.Hudec@cbsa-asfc.gc.ca>
Cc: McCambley, Vickie <Vickie.McCambley@cbsa-asfc.gc.ca>; Boudreau, Suzanne <Suzanne.Boudreau@cbsa-asfc.gc.ca>; Laporte, Valérie <Valerie.Laporte@cbsa-asfc.gc.ca>
Subject: H1015-P Preventing Racial Profiling at the Frontline - external link sent by mistake.
Importance: High

Good day,

In case you receive questions from employees. FYI only and not to distribute.

Some employees have received an email from their region/branch (see below) including an external link from My Learning to access the mandatory training *H1015-P Preventing Racial Profiling at the Frontline*. Please note that that link was only for review purposes (OPI and Design) and should have not been distributed to employees.

The course must be completed via ESS – My Learning (the only formal approved version) only and not from an external link. TDD has deactivated the external link.

Thank you.
Josée

Email example:

Good morning,

Regional Programs has been tasked with distributing the following message regarding mandatory training for frontline staff. Please disseminate to those that may have been missed.

The Agency is committed to nurturing a culture that is founded on values and ethics of the Public Service of Canada and the CBSA, and in which all employees conduct themselves in a way that upholds the integrity of CBSA
professionalism in your day to day activities.

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statements or gestures to or about another person.

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employees from discriminatory practices based on one or more grounds of discrimination. Discriminatory practices include denying someone a service or accommodation or providing someone services or accommodation in a
differently. As professionals, we are all aware of our CHRA obligations in the conduct of our duties and in our interactions with the public.

As you may be aware, the *Canadian Human Rights Tribunal* issued a decision which stipulated that training, separate from the existing on-line Diversity and Race Relations module, that focuses on race-based discrimination

That said, the course, *Preventing Racial Profiling at the Frontline (H1015-P)* is now available on My Learning.

***All frontline officers, superintendents and chiefs of operations* are required to complete the mandatory course on *Preventing Racial Profiling at the Frontline*, and are asked to do so by *October 31, 2019*.**

We ask that all Regional management highlight the importance of completing this training in a timely fashion, and, as we approach peak travel periods, remind all frontline officers to ensure they carry out their duties in a profe

Should you have any questions regarding the training please contact Steven Durocher at (343) 291-6373.

Thank you in advance for your cooperation.

Josée Charron

Team Leader *My Learning*, Human Resources Branch
Canada Border Services Agency / Government of Canada
Josée.Charron@cbsa-asfc.gc.ca / NEW Tel: 343-291-6360

Chef d'équipe *Mon apprentissage*, Direction des ressources humaines
Agence des Services Frontaliers du Canada / Gouvernement du Canada
Josée.Charron@cbsa-asfc.gc.ca / NOUVEAU Tel: 343-291-6360

From: Grewal, Iqbal <Iqbal.Grewal@cbsa-asfc.gc.ca>
Sent: May 31, 2019 7:13 PM
To: Hunt, Timothy <Timothy.Hunt@cbsa-asfc.gc.ca>; Padpad, Kristine <Kristine.Padpad@cbsa-asfc.gc.ca>; Sherby, Dawn <Dawn.Sherby@cbsa-asfc.gc.ca>
Subject: FW: Mandatory Training for Frontline Officers - Preventing Racial Profiling at the Frontline (H1015-P) / Formation obligatoire pour les agents de première ligne – Prévention du profilage racial à la première ligne (H1015-P)

UPDATED Information on Mandatory training – to be completed by Oct 31, 2019

From: Lang, Bryan <Bryan.Lang@cbsa-asfc.gc.ca>
Sent: May 31, 2019 1:56 PM
To: Chammartin, Matthew <Matthew.Chammartin@cbsa-asfc.gc.ca>; Grewal, Iqbal <Iqbal.Grewal@cbsa-asfc.gc.ca>
Subject: FW: Mandatory Training for Frontline Officers - Preventing Racial Profiling at the Frontline (H1015-P) / Formation obligatoire pour les agents de première ligne – Prévention du profilage racial à la première ligne (H1015-P)

FYI

From: St Laurent, Lisa <Lisa.StLaurent@cbsa-asfc.gc.ca>
Sent: May 31, 2019 2:44 PM
To: Church, Darren <Darren.Church@cbsa-asfc.gc.ca>; Lang, Bryan <Bryan.Lang@cbsa-asfc.gc.ca>; Hill, Daniel <Daniel.Hill@cbsa-asfc.gc.ca>; Manlongat, Carmen <Carmen.Manlongat@cbsa-asfc.gc.ca>; Joachim, Céline <Celine.Joachim@cbsa-asfc.gc.ca>; Boudreault, Martin <Martin.Boudreault@cbsa-asfc.gc.ca>; Brock, Julie <Julie.Brock@cbsa-asfc.gc.ca>
Cc: Hoang, Sophie <Sophie.Hoang@cbsa-asfc.gc.ca>; Laberge, Sylviane <Sylviane.Laberge@cbsa-asfc.gc.ca>
Subject: FW: Mandatory Training for Frontline Officers - Preventing Racial Profiling at the Frontline (H1015-P) / Formation obligatoire pour les agents de première ligne – Prévention du profilage racial à la première ligne (H1015-P)

Campus managers/Gestionnaires de campus,

In response to requests regarding the tasking below, following a meeting with the OPI, I would like to offer the following clarification.

As per the CHRC decision in the case of Davis v. Canada Border Services Agency, 2014 CHRT 34 (CanLII) https://www.canlii.org/en/ca/chrt/doc/2014/2014chrt34/2014chrt34.html, a course was developed for

the target audience of Border Services Officers (BSOs) and expanded to include Superintendents and Chiefs.

While mandatory for BSOs, the OPI recommends that all employees who interact with the public (frontline employees) take the online training.

My team will be providing quarterly reports which will include all regional employees. You and your clients will be able to use these reports for planning and progress reporting.
++

En réponse aux demandes concernant les tâches ci-dessous, à la suite d'une réunion avec le BPR, j'aimerais apporter les précisions suivantes.

Conformément à la décision de la TCDP dans l'affaire Davis c. Agence des services frontaliers du Canada, 2014 TCDP 34 (CanLII) https://www.canlii.org/fr/ca/tcdp/doc/2014/2014tcdp34/2014tcdp34.html, un cours a été conçu pour la population cible des Agents des services frontaliers (ASF) et ensuite la population cible a été élargie pour inclure les surintendants et les chefs.

Bien que obligatoire pour les ASF, le BPR recommande que tous les employés qui interagissent avec le public (employés de première ligne) suivent la formation en ligne.

Mon équipe fournira des rapports trimestriels incluant tous les employés régionaux. Vous et vos clients pourrez utiliser ces rapports pour la planification et les rapports de progression.

Thank you/Merci

Lisa St Laurent
Manager, CBSA College - satellite campuses, Human Resources Branch
Canada Border Services Agency/ Government of Canada
Lisa.StLaurent@cbsa-asfc.gc.ca
Tel: 343-291-7858 / Cell : ATS : 866-335-3237

Gestionnaire, Collège de l'ASFC – campus satellites, Direction générale des ressources humaines
Agence des services frontaliers du Canada/ Gouvernement du Canada
Lisa.StLaurent@cbsa-asfc.gc.ca
Tél: 343-291-7858 / Tél cell (/ TTY: 866-335-3237

From: CBSA-ASFC_Regional_Task_Tracking-Suivi_des_tâches_régionales
Sent: May 6, 2019 4:24:42 PM (UTC-05:00) Eastern Time (US & Canada)
To: Auclair, Rachel; CBSA-ASFC_ATL-ATL_CPSD_Taskings-DSOP_Tâches; Lebrun, Yvette; Markell, Lance; Grant, Maryon; Cuvalo, Marija; QUE_Suivis_Services_corporatifs_et_programmes; PRA_CBSA-ASFC_Region, Programs; Taylor, Carrie; Ridley, Jessica; McKinnon, Chastity
Cc: Modler, Greg; Baxter, Stephen; Gaudreault, Philippe; Lamarche, Lynne; Durocher, Steven; Charland, Louis
Subject: Mandatory Training for Frontline Officers - Preventing Racial Profiling at the Frontline (H1015-P) / Formation obligatoire pour les agents de première ligne – Prévention du profilage racial à la première ligne (H1015-P)

For your action / Veuillez donner suite

Thank you / merci

English Version   * La version française suit *****

Good day,

The Agency is committed to nurturing a culture that is founded on values and ethics of the Public Service of Canada and the CBSA, and in which all employees conduct themselves in a way that upholds the integrity of CBSA programs and demonstrates professionalism in your day to day activities.

Our CBSA values of Respect, Integrity and Professionalism guide our interactions with members of the public. We demonstrate these values in a number of ways, including, by never making abusive, derisive, threatening, insulting, offensive or provocative statements or gestu res to or about another person.

The CBSA value of Respect encompasses all that we do to value the inherent dignity of all people. Frontline officers show respect by never engaging in discriminatory or harassing behaviour. The *Canadian Human Rights Act* *(CHRA)* prohibits all CBSA employees from discriminatory practices based on one or more grounds of discrimination. Discriminatory practices include denying someone a service or accommodation or providing someone services or accommodation in a way that treats them adversely and differently. As professionals, we are all aware of our CHRA obligations in the conduct of our duties and in our interactions with the public.

As you may be aware, the *Canadian Human Rights Tribunal* issued a decision which stipulated that training, separate from the existing on-line Diversity and Race Relations module, that focuses on race-based discrimination and profiling be established.

That said, the course, *Preventing Racial Profiling at the Frontline (H1015-P)* is now available on My Learning.

***All frontline officers, superintendents and chiefs of operations* are required to complete the mandatory course on *Preventing Racial Profiling at the Frontline*, and are asked to do so by *October 31, 2019*.**

We ask that all Regional management highlight the importance of completing this training in a timely fashion, and, as we approach peak travel periods, remind all frontline officers to ensure they carry out their duties in a professional and respectful manner.

Should you have any questions regarding the training please contact Steven Durocher.

Thank you in advance for your cooperation.

Version française * The English version precedes *****

Bonjour,

L'Agence s'engage à favoriser une culture axée sur ses valeurs et principes d'éthique, ainsi que sur ceux de la fonction publique du Canada, de façon à ce que tous ses employés affichent un comportement qui soutient l'intégrité de ses programmes et effectuent leurs activités quotidiennes avec professionnalisme.

Les valeurs de l'ASFC liées au respect, à l'intégrité et au professionnalisme guident nos interactions avec les membres du public. Nous démontrons ces valeurs de plusieurs façons, notamment en ne faisant jamais de déclarations ou de gestes offensants, ironiques, menaçants, insultants, blessants ou provocateurs à l'intention d'une personne ou à son sujet.

La valeur de l'ASFC liée au respect englobe tous les gestes que nous accomplissons pour respecter la dignité inhérente de toutes les personnes. Les agents de première ligne font preuve de respect en n'adoptant jamais un comportement discriminatoire ou constituant du harcèlement. La *Loi canadienne sur les droits de la personne* *(CHRA)* interdit à tous les employés de l'ASFC de mener des actes discriminatoires fondés sur au moins un des motifs de discrimination. Ces actes discriminatoires comprennent le fait de priver une personne d'un service ou d'une mesure d'adaptation ou le fait de la défavoriser au moment de lui fournir un service ou de mettre en place une mesure d'adaptation. En tant que professionnels, nous connaissons nos obligations aux termes de la LCDP dans le cadre de nos fonctions et de nos interactions avec le public.

Comme vous le savez peut-être, le *Tribunal canadien des droits de la personne* (TCDP) a rendu une décision exigeant l'élaboration d'une formation distincte du module de formation en ligne, Diversité et relations interraciales, sur la discrimination et le harcèlement fondés sur la race.

Cela dit, le cours, *Prévention du profilage racial à la première ligne (H1015-P)* est maintenant offert sur « Mon apprentissage ».

Tous les agents de première ligne, les surintendants et les chefs d'opérations doivent avoir suivi le cours intitulé *Prévention du profilage racial* à la première ligne *d'ici le 31 octobre 2019.*

Nous demandons à tous les gestionnaires régionaux de souligner l'importance de suivre cette formation en temps opportun et, alors que la période de pointe pour les voyages approche à grands pas, de rappeler aux agents de première ligne la nécessité d'accomplir leurs fonctions avec professionnalisme et respect.

Si vous avez des questions au sujet de cette formation, veuillez communiquer avec Steven Durocher.

Je vous remercie d'avance de votre collaboration.

Lynne Lamarche

Director, Traveller Operations Division, Operations Branch
Canada Border Services Agency / Government of Canada

lynne.lamarche@cbsa-asfc.gc.ca / Tel: 613-941-5550 / TTY: 866-335-3237

Directrice, Division des opérations liées aux voyageurs,
Direction générale des opérations
Agence des services frontaliers du Canada / Gouvernement du Canada
lynne.lamarche@cbsa-asfc.gc.ca / Tél: 613-941-5550 / ATS: 866-335-3237

From: Lang, Bryan <Bryan.Lang@cbsa-asfc.gc.ca>
Sent: May 7, 2019 8:04 AM
To: Chammartin, Matthew <Matthew.Chammartin@cbsa-asfc.gc.ca>; Grewal, Iqbal <Iqbal.Grewal@cbsa-asfc.gc.ca>
Subject: RE: Mandatory Training for Frontline Officers - Preventing Racial Profiling at the Frontline (H1015-P) / Formation obligatoire pour les agents de première ligne – Prévention du profilage racial à la première ligne (H1015-P)

Apparently this message has already been shared with the Region. No action required on our part. We may receive questions and be asked to track completion rates.

From: Lang, Bryan
Sent: May 7, 2019 8:02 AM
To: Chammartin, Matthew <Matthew.Chammartin@cbsa-asfc.gc.ca>; Grewal, Iqbal <Iqbal.Grewal@cbsa-asfc.gc.ca>
Subject: FW: Mandatory Training for Frontline Officers - Preventing Racial Profiling at the Frontline (H1015-P) / Formation obligatoire pour les agents de première ligne – Prévention du profilage racial à la première ligne (H1015-P)

FYI – new mandatory course for all frontline officers including BSO's, Supt's, Chiefs of Operations.

From: CBSA-ASFC_Regional_Task_Tracking-Suivi_des_tâches_régionales
Sent: May 6, 2019 4:24:42 PM (UTC-05:00) Eastern Time (US & Canada)
To: Auclair, Rachel; CBSA-ASFC_ATL-ATL_CPSD_Taskings-DSOP_Tâches; Lebrun, Yvette; Markell, Lance; Grant, Maryon; Cuvalo, Marija; QUE_Suivis_Services_corporatifs_et_programmes; PRA_CBSA-ASFC_Region, Programs; Taylor, Carrie; Ridley, Jessica; McKinnon, Chastity
Cc: Modler, Greg; Baxter, Stephen; Gaudreault, Philippe; Lamarche, Lynne; Durocher, Steven; Charland, Louis
Subject: Mandatory Training for Frontline Officers - Preventing Racial Profiling at the Frontline (H1015-P) / Formation obligatoire pour les agents de première ligne – Prévention du profilage racial à la première ligne (H1015-P)

For your action / Veuillez donner suite

Thank you / merci

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Nous demandons à tous les gestionnaires régionaux de souligner l'importance de suivre cette formation en temps opportun et, alors que la période de pointe pour les voyages approche à grands pas, de rappeler aux agents de première ligne la nécessité d'accomplir leurs fonctions avec professionnalisme et respect.

Si vous avez des questions au sujet de cette formation, veuillez communiquer avec Steven Durocher.

Je vous remercie d'avance de votre collaboration.

Lynne Lamarche

Director, Traveller Operations Division, Operations Branch
Canada Border Services Agency / Government of Canada
lynne.lamarche@cbsa-asfc.gc.ca / Tel: 613-941-5550 / TTY: 866-335-3237

Directrice, Division des opérations liées aux voyageurs,
Direction générale des opérations
Agence des services frontaliers du Canada / Gouvernement du Canada
lynne.lamarche@cbsa-asfc.gc.ca / Tél: 613-941-5550 / ATS: 866-335-3237

From: Charron, Josee <Josee.Charron@cbsa-asfc.gc.ca>
Sent: May 8, 2019 10:55 AM
To: Sherby, Dawn <Dawn.Sherby@cbsa-asfc.gc.ca>
Subject: RE: Mandatory Training for Frontline Officers - Preventing Racial Profiling at the Frontline (H1015-P) / Formation obligatoire pour les agents de première ligne – Prévention du profilage racial à la première ligne (H1015-P)

We never provided the link….someone took it from I have no clue where - probably the OPI when he revised the course

Merci
Josée

From: Sherby, Dawn
Sent: May 8, 2019 11:53 AM
To: Charron, Josee <Josee.Charron@cbsa-asfc.gc.ca>
Subject: RE: Mandatory Training for Frontline Officers - Preventing Racial Profiling at the Frontline (H1015-P) / Formation obligatoire pour les agents de première ligne – Prévention du profilage racial à la première ligne (H1015-P)

Okay thank you.

He will not be impressed about doing it again. ☹

Dawn

From: Charron, Josee <Josee.Charron@cbsa-asfc.gc.ca>
Sent: May 8, 2019 10:47 AM
To: Sherby, Dawn <Dawn.Sherby@cbsa-asfc.gc.ca>
Subject: RE: Mandatory Training for Frontline Officers - Preventing Racial Profiling at the Frontline (H1015-P) / Formation obligatoire pour les agents de première ligne – Prévention du profilage racial à la première ligne (H1015-P)

Yes! Is not even the formal course. It is the link for the OPI to review the course…..

Merci
Josée

From: Sherby, Dawn
Sent: May 8, 2019 11:47 AM
To: Charron, Josee <Josee.Charron@cbsa-asfc.gc.ca>
Subject: RE: Mandatory Training for Frontline Officers - Preventing Racial Profiling at the Frontline (H1015-P) / Formation obligatoire pour les agents

de première ligne – Prévention du profilage racial à la première ligne (H1015-P)

Hi Josee.

If he just went into the email link will he have to redo the course in ESS?

Dawn

From: Charron, Josee <Josee.Charron@cbsa-asfc.gc.ca>
Sent: May 8, 2019 10:44 AM
To: Sherby, Dawn <Dawn.Sherby@cbsa-asfc.gc.ca>
Subject: RE: Mandatory Training for Frontline Officers - Preventing Racial Profiling at the Frontline (H1015-P) / Formation obligatoire pour les agents de première ligne – Prévention du profilage racial à la première ligne (H1015-P)

Hi Dawn,

If the employee have used the link in this email he must completed the training via ESS. It may be the issue.....

Please ensure he logged in ESS. The link below has been desactived.

Merci
Josée

From: Sherby, Dawn
Sent: May 8, 2019 11:43 AM
To: Charron, Josee <Josee.Charron@cbsa-asfc.gc.ca>
Subject: FW: Mandatory Training for Frontline Officers - Preventing Racial Profiling at the Frontline (H1015-P) / Formation obligatoire pour les agents de première ligne – Prévention du profilage racial à la première ligne (H1015-P)

Hi Josee.

There seems to be a problem with confirming the participation on course H1015-P.

Have you heard of any training problems??

Dawn

From: Weiss, Mark <Mark.Weiss@cbsa-asfc.gc.ca>
Sent: May 8, 2019 10:54 AM
To: Sherby, Dawn <Dawn.Sherby@cbsa-asfc.gc.ca>
Subject: RE: Mandatory Training for Frontline Officers - Preventing Racial Profiling at the Frontline (H1015-P) / Formation obligatoire pour les agents de première ligne – Prévention du profilage racial à la première ligne (H1015-P)

Surely there must be a way to make training as complete without causing time loss; The content is the same between the course in ESS and OPI review is it not?

From: Sherby, Dawn <Dawn.Sherby@cbsa-asfc.gc.ca>
Sent: May 8, 2019 9:53 AM
To: Weiss, Mark <Mark.Weiss@cbsa-asfc.gc.ca>
Subject: RE: Mandatory Training for Frontline Officers - Preventing Racial Profiling at the Frontline (H1015-P) / Formation obligatoire pour les agents de première ligne – Prévention du profilage racial à la première ligne (H1015-P)

Hi Mark.

If you initially clicked on the link to complete the course you may have to do the course again unfortunately. The link was not the actual course. It was a link for the OPI to review the course.

You have to log in to ESS and book the course again and complete it to be able to confirm participation.

Dawn Sherby
Divisional Training Coordinator, Training and Learning – Human Resources Branch
Canada Border Services Agency / Government of Canada
Dawn.Sherby@cbsa-asfc.gc.ca / Tel: 204-983-0865 / TTY: 866-335-3237

Divisional Training Coordinator, apprentisage et formation – Direction générale des ressources humaines
Agence des service frontaliers du Canada / Gouvernment du Canada
Dawn.Sherby@cbsa-asfc.gc.ca / Tel : 204-983-0865 / ATS: 866-335-3237

From: Weiss, Mark <Mark.Weiss@cbsa-asfc.gc.ca>
Sent: May 8, 2019 10:48 AM
To: Sherby, Dawn <Dawn.Sherby@cbsa-asfc.gc.ca>
Subject: RE: Mandatory Training for Frontline Officers - Preventing Racial Profiling at the Frontline (H1015-P) / Formation obligatoire pour les agents de première ligne – Prévention du profilage racial à la première ligne (H1015-P)

Both; however, I initially clicked the email mail link. No it appears it does not recognized that to confirm participation

From: Sherby, Dawn <Dawn.Sherby@cbsa-asfc.gc.ca>
Sent: May 8, 2019 9:46 AM
To: Weiss, Mark <Mark.Weiss@cbsa-asfc.gc.ca>
Subject: RE: Mandatory Training for Frontline Officers - Preventing Racial Profiling at the Frontline (H1015-P) / Formation obligatoire pour les agents de première ligne – Prévention du profilage racial à la première ligne (H1015-P)

Hi Mark.

Did you sign on to ESS or just go to the email link?

Dawn

From: Charron, Josee <Josee.Charron@cbsa-asfc.gc.ca>
Sent: May 8, 2019 10:44 AM
To: Sherby, Dawn <Dawn.Sherby@cbsa-asfc.gc.ca>
Subject: RE: Mandatory Training for Frontline Officers - Preventing Racial Profiling at the Frontline (H1015-P) / Formation obligatoire pour les agents de première ligne – Prévention du profilage racial à la première ligne (H1015-P)

Hi Dawn,

If the employee have used the link in this email he must completed the training via ESS. It may be the issue.....

Please ensure he logged in ESS. The link below has been desactived.

Merci
Josée

From: Sherby, Dawn
Sent: May 8, 2019 11:43 AM

To: Charron, Josee <Josee.Charron@cbsa-asfc.gc.ca>
Subject: FW: Mandatory Training for Frontline Officers - Preventing Racial Profiling at the Frontline (H1015-P) / Formation obligatoire pour les agents de première ligne – Prévention du profilage racial à la première ligne (H1015-P)

Hi Josee.

There seems to be a problem with confirming the participation on course H1015-P.

Have you heard of any training problems??

Dawn

From: Weiss, Mark <Mark.Weiss@cbsa-asfc.gc.ca>
Sent: May 8, 2019 9:55 AM
To: Sherby, Dawn <Dawn.Sherby@cbsa-asfc.gc.ca>
Subject: RE: Mandatory Training for Frontline Officers - Preventing Racial Profiling at the Frontline (H1015-P) / Formation obligatoire pour les agents de première ligne – Prévention du profilage racial à la première ligne (H1015-P)

yes

From: Sherby, Dawn <Dawn.Sherby@cbsa-asfc.gc.ca>
Sent: May 8, 2019 8:48 AM
To: Weiss, Mark <Mark.Weiss@cbsa-asfc.gc.ca>
Subject: RE: Mandatory Training for Frontline Officers - Preventing Racial Profiling at the Frontline (H1015-P) / Formation obligatoire pour les agents de première ligne – Prévention du profilage racial à la première ligne (H1015-P)

Hi Mark.

Did you Refresh the page at the bottom left hand side before you tried to Confirm Participation?

Dawn Sherby
Divisional Training Coordinator, Training and Learning – Human Resources Branch
Canada Border Services Agency / Government of Canada
Dawn.Sherby@cbsa-asfc.gc.ca / Tel: 204-983-0865 / TTY: 866-335-3237

Divisional Training Coordinator, apprentisage et formation – Direction générale des ressources humaines
Agence des service frontaliers du Canada / Gouvernment du Canada
Dawn.Sherby@cbsa-asfc.gc.ca / Tel : 204-983-0865 / ATS: 866-335-3237

From: Weiss, Mark <Mark.Weiss@cbsa-asfc.gc.ca>
Sent: May 8, 2019 9:13 AM
To: Sherby, Dawn <Dawn.Sherby@cbsa-asfc.gc.ca>
Subject: FW: Mandatory Training for Frontline Officers - Preventing Racial Profiling at the Frontline (H1015-P) / Formation obligatoire pour les agents de première ligne – Prévention du profilage racial à la première ligne (H1015-P)

Good morning Dawn,

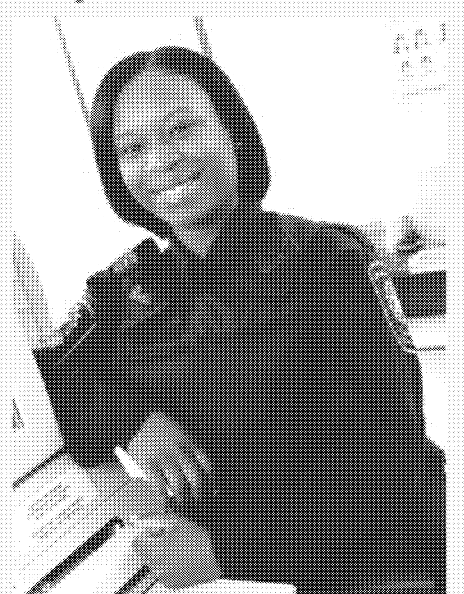
I have finished this course, however, EES shows that it has not been passed and I'm unable to confirm participation. Are you able to mark it completed?

Thanks

From: Weiss, Mark <Mark.Weiss@cbsa-asfc.gc.ca>
Sent: May 8, 2019 8:07 AM
To: Weiss, Mark <Mark.Weiss@cbsa-asfc.gc.ca>
Subject: FW: Mandatory Training for Frontline Officers - Preventing Racial Profiling at the Frontline (H1015-P) / Formation obligatoire pour les agents de première ligne – Prévention du profilage racial à la première ligne (H1015-P)

Conclusion: You clearly explain the reasons for your decision.

BSO: "Absolutely. You were selected as we need to validate your parents' documents. You haven't done anything wrong – secondary examinations are just part of the normal cross-border travel process. My colleague at the office on the left would be happy to do this for you. It will only take a couple of minutes – then you'll be able to get home. Does that answer your question?"



[**Traveller thinks**: *Wow - she really explained that well. That inspires confidence in how these guys do things.*]

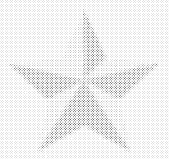
Traveller: "Great – that really helps. Sometimes I'm dreading going through the airport, but this is reassuring. I'll just let my parents know what the process is."

While traveller is explaining, the BSO notices the change to a more positive expression on the part of the group.

Traveller: "Thank you. We all understand the process much better now."

BSO: "Have a good day – and welcome back to Canada."

Final Scenario Assessment



Congratulations, you passed.

Your score: 90%

From: Woods, Dorothy <Dorothy.Woods@cbsa-asfc.gc.ca>
Sent: May 7, 2019 2:32 PM
To:

Cc: Laurencelle-Peace, Lisa <Lisa.Laurencelle-Peace@cbsa-asfc.gc.ca>; Patel, Nina <Nina.Patel@cbsa-asfc.gc.ca>; Rook, Guy <Guy.Rook@cbsa-asfc.gc.ca>; Johns, Timothy <Timothy.Johns@cbsa-asfc.gc.ca>; PRA_CBSA-ASFC_Region, Programs
·; Scoville, Kim <Kim.Scoville@cbsa-asfc.gc.ca>
Subject: FW: Mandatory Training for Frontline Officers - Preventing Racial Profiling at the Frontline (H1015-P) / Formation obligatoire pour les agents de première ligne – Prévention du profilage racial à la première ligne (H1015-P)

Good morning,

Regional Programs has been tasked with distributing the following message regarding mandatory training for frontline staff. Please disseminate to those that may have been missed.

The Agency is committed to nurturing a culture that is founded on values and ethics of the Public Service of Canada and the CBSA, and in which all employees conduct themselves in a way that upholds the integrity of CBSA programs and demonstrates professionalism in your day to day activities.

Our CBSA values of Respect, Integrity and Professionalism guide our interactions with members of the public. We demonstrate these values in a number of ways, including, by never making abusive, derisive, threatening, insulting, offensive or provocative statements or gestures to or about another person.

The CBSA value of Respect encompasses all that we do to value the inherent dignity of all people. Frontline officers show respect by never engaging in discriminatory or harassing behaviour. The *Canadian Human Rights Act* *(CHRA)* prohibits all CBSA employees from discriminatory practices based on one or more grounds of discrimination. Discriminatory practices include denying someone a service or accommodation or providing someone services or accommodation in a way that treats them adversely and differently. As professionals, we are all aware of our CHRA obligations in the conduct of our duties and in our interactions with the public.

As you may be aware, the *Canadian Human Rights Tribunal* issued a decision which stipulated that training, separate from the existing on-line Diversity and Race Relations module, that focuses on race-based discrimination and profiling be established.

That said, the course, *Preventing Racial Profiling at the Frontline (H1015-P)* is now available on My Learning.

All frontline officers, superintendents and chiefs of operations **are required to complete the mandatory course on *Preventing Racial Profiling at the Frontline*, and are asked to do so by *October 31, 2019*.**

We ask that all Regional management highlight the importance of completing this training in a timely fashion, and, as we approach peak travel periods, remind all frontline officers to ensure they carry out their duties in a professional and respectful manner.

Should you have any questions regarding the training please contact Steven Durocher at (343) 291-6373.

Thank you in advance for your cooperation.

Regards,

Dorothy Woods
Manager Programs, Operations Branch
Canada Border Services Agency / Government of Canada
Dorothy.woods@cbsa-asfc.gc.ca / Tele : 204-984-6464 / TTY : 866-335-3237
Gestionnaire des programmes, Direction générale des opérations
Agence des services frontaliers du Canada / Gouvernement du Canada
Dorothy.woods@cbsa-asfc.gc.ca / Tél: 204-984-6464 / ATS : 866-335-3237

Version française * The English version precedes *****

Bonjour,

L'Agence s'engage à favoriser une culture axée sur ses valeurs et principes d'éthique, ainsi que sur ceux de la fonction publique du Canada, de façon à ce que tous ses employés affichent un comportement qui soutient l'intégrité de ses programmes et effectuent leurs activités quotidiennes avec professionnalisme.

Les valeurs de l'ASFC liées au respect, à l'intégrité et au professionnalisme guident nos interactions avec les membres du public. Nous démontrons ces valeurs de plusieurs façons, notamment en ne faisant jamais de déclarations ou de gestes offensants, ironiques, menaçants, insultants, blessants ou provocateurs à l'intention d'une personne ou à son sujet.

La valeur de l'ASFC liée au respect englobe tous les gestes que nous accomplissons pour respecter la dignité inhérente de toutes les personnes. Les agents de première ligne font preuve de respect en n'adoptant jamais un comportement discriminatoire ou constituant du harcèlement. La *Loi canadienne sur les droits de la personne* *(CHRA)* interdit à tous les employés de l'ASFC de mener des actes discriminatoires fondés sur au moins un des motifs de discrimination. Ces actes discriminatoires comprennent le fait de priver une personne d'un service ou d'une mesure d'adaptation ou le fait de la défavoriser au moment de lui fournir un service ou de mettre en place une mesure d'adaptation. En tant que professionnels, nous connaissons nos obligations aux termes de la LCDP dans le cadre de nos fonctions et de nos interactions avec le public.

Comme vous le savez peut-être, le *Tribunal canadien des droits de la personne* (TCDP) a rendu une décision exigeant l'élaboration d'une formation distincte du module de formation en ligne, Diversité et relations interraciales, sur la discrimination et le harcèlement fondés sur la race.

Cela dit, le cours, *Prévention du profilage racial à la première ligne (H1015-P)* est maintenant offert sur « Mon apprentissage ».

Tous les agents de première ligne, les surintendants et les chefs d'opérations doivent avoir suivi le cours intitulé *Prévention du profilage racial* à la première ligne *d'ici le 31 octobre 2019.*

Nous demandons à tous les gestionnaires régionaux de souligner l'importance de suivre cette formation en temps opportun et, alors que la période de pointe pour les voyages approche à grands pas, de rappeler aux agents de première ligne la nécessité d'accomplir leurs fonctions avec professionnalisme et respect.

Si vous avez des questions au sujet de cette formation, veuillez communiquer avec Steven Durocher.

Je vous remercie d'avance de votre collaboration.

Lynne Lamarche

Director, Traveller Operations Division, Operations Branch
Canada Border Services Agency / Government of Canada
lynne.lamarche@cbsa-asfc.gc.ca / Tel: 613-941-5550 / TTY: 866-335-3237

Directrice, Division des opérations liées aux voyageurs,

Direction générale des opérations
Agence des services frontaliers du Canada / Gouvernement du Canada

From: Jean, Matthew
Sent: May 9, 2019 1:05 PM
To: Chammartin, Matthew <Matthew.Chammartin@cbsa-asfc.gc.ca>
Subject: RE: Mandatory Training for Frontline Officers - Preventing Racial Profiling at the Frontline (H1015-P) / Formation obligatoire pour les agents de première ligne – Prévention du profilage racial à la première ligne (H1015-P)

Done!

From: Chammartin, Matthew <Matthew.Chammartin@cbsa-asfc.gc.ca>
Sent: May 9, 2019 8:58 AM
To: Jean, Matthew <Matthew.Jean@cbsa-asfc.gc.ca>; Richard, Tracy <Tracy.Richard@cbsa-asfc.gc.ca>
Subject: FW: Mandatory Training for Frontline Officers - Preventing Racial Profiling at the Frontline (H1015-P) / Formation obligatoire pour les agents de première ligne – Prévention du profilage racial à la première ligne (H1015-P)

FYA

From: Lang, Bryan <Bryan.Lang@cbsa-asfc.gc.ca>
Sent: May 9, 2019 8:11 AM
To: Chammartin, Matthew <Matthew.Chammartin@cbsa-asfc.gc.ca>
Subject: FW: Mandatory Training for Frontline Officers - Preventing Racial Profiling at the Frontline (H1015-P) / Formation obligatoire pour les agents de première ligne – Prévention du profilage racial à la première ligne (H1015-P)

As this relates to the frontline, please ensure our campus BSI's complete the course.

Thanks,
Bryan Lang

Manager, Training & Learning - Human Resources Branch
Canada Border Services Agency / Government of Canada
Bryan.Lang@cbsa-asfc.gc.ca / Tel: 204-983-8291 / Cell: ' TTY: 866-335-3237

Gestionnaire de la formation et de l'apprentissage - Direction générale des ressources humaines
Agence des services frontaliers du Canada / Gouvernement du Canada
Bryan.Lang@cbsa-asfc.gc.ca / Tél. : 204-983-8291 / Tél. cell. : \TS : 866-335-3237

Carvalho, Ana

From: Bacon, Jason
Sent: May 23, 2019 07:26 AM
To: St Laurent, Lisa; Sasaki, Karen
Cc: Pratt, Jason; Laberge, Sylviane; Charron, Josee
Subject: RE: Mandatory Training for Frontline Officers - Preventing Racial Profiling at the Frontline (H1015-P)/Formation obligatoire pour les agents de première ligne – Prévention du profilage racial à la première ligne (H101

The original target audience during the design was BSO, Sups and Chiefs but with the numerous changes going on in the agency and handovers it seems as though that may have changed after the course design was done!!

I'm hoping we'll be able to get a clear answer after our meeting with traveller branch tomorrow.

From: St Laurent, Lisa <Lisa.StLaurent@cbsa-asfc.gc.ca>
Sent: May 22, 2019 1:37 PM
To: Sasaki, Karen <Karen.Sasaki@cbsa-asfc.gc.ca>; Bacon, Jason <Jason.Bacon@cbsa-asfc.gc.ca>
Cc: Pratt, Jason <Jason.Pratt@cbsa-asfc.gc.ca>; Laberge, Sylviane <Sylviane.Laberge@cbsa-asfc.gc.ca>; Charron, Josee <Josee.Charron@cbsa-asfc.gc.ca>
Subject: FW: Mandatory Training for Frontline Officers - Preventing Racial Profiling at the Frontline (H1015-P)/Formation obligatoire pour les agents de première ligne – Prévention du profilage racial à la première ligne (H101

Hi there
as per conversation with Jason P, Karen and I , we are looking for confirmation on target audience for this course which was posed to us by Quebec region

> Est-ce possible de nous confirmer si cette formation s'adresse à tous nos employés (CR-05, FB-01, FB-03, FB-04, FB-05 (agents d'audiences et superviseurs), FB-06 et FB-08) qui font affaire avec le public

Also, depending on what we will need to report back to CHRC on, Vickie/Josee may have a reporting requirement here.

my team will be providing quarterly reports of regional employees who have taken the training.

From: St Laurent, Lisa
Sent: May 22, 2019 12:35 PM
To: Pratt, Jason <Jason.Pratt@cbsa-asfc.gc.ca>
Subject: FW: Mandatory Training for Frontline Officers - Preventing Racial Profiling at the Frontline (H1015-P)/Formation obligatoire pour les agents de première ligne – Prévention du profilage racial à la première ligne (H101

Hi Jason

would it be possible for us to have a meeting (maybe internally first and then with the OPI) to clarify the target audience, etc. as well as the terminology "mandatory" and what the intent is?

it would appear that there are very quick responses such as "I would say yes"...

this has impacts on our clients' expectations regarding support with reporting on compliance as well as the definition of target audience, etc. Josee's team would not normally provide the stats as this is not mandatory as per our definition for ALL CBSA employees. However, if the driver is something like a CHRC complaint or something more formally Program-(with a capital P) related, then it may be their responsibility

Hopefully some of the initial client intake meetings would have provided TLSD with the necessary background.

I think it is important that we have consistent messaging and that all regions get the same information.

thanks!

Lisa

From: Boudreault, Martin <Martin.Boudreault@cbsa-asfc.gc.ca>
Sent: May 8, 2019 11:29 AM
To: St Laurent, Lisa <Lisa.StLaurent@cbsa-asfc.gc.ca>
Subject: FW: Mandatory Training for Frontline Officers - Preventing Racial Profiling at the Frontline (H1015-P)/Formation obligatoire pour les agents de première ligne – Prévention du profilage racial à la première ligne (H101

For response svp re. target audience to ensure consistency in messaging to Ops....

Martin Boudreault

Manager, Training and Learning, Training and Development Directorate
Canada Border Services Agency, Government of Canada
Martin.Boudreault@cbsa-asfc.gc.ca, Tel. Cel: / TTY 866-335-3237

Gestionnaire, formation et apprentissage, Direction générale des ressources humaines
Agence des services frontaliers du Canada, Gouvernement du Canada
Martin.Boudreault@cbsa-asfc.gc.ca, Tél. Cell.: / ATS 866-335-3237

From: Groleau, Christine **On Behalf Of** Deschamps, Josée
Sent: May 8, 2019 11:41 AM
To: Boudreault, Martin <Martin.Boudreault@cbsa-asfc.gc.ca>
Cc:

Subject: TR: Mandatory Training for Frontline Officers - Preventing Racial Profiling at the Frontline (H1015-P)/Formation obligatoire pour les agents de première ligne – Prévention du profilage racial à la première ligne (H101

Bonjour Martin,

Nous avons reçu ce courriel hier nous avisant d'un nouveau cours obligatoire pour les agents de première ligne.

Quand nous avons posé la question à savoir si nos agents d'exécution de la loi (AEL) devaient suivre ce cours, la réponse obtenue est « I would say yes. They are dealing with the public in a front line capacity ».

Comme tu sais, à la Division de l'exécution de la loi et du Renseignement, nous avons plusieurs fonctions qui exigent que nous transigions avec des clients. Est-ce possible de nous confirmer si cette formation s'adresse à tous nos employés (CR-05, FB-01, FB-03, FB-04, FB-05 (agents d'audiences et superviseurs), FB-06 et FB-08) qui font affaire avec le public? Selon la réponse, je suppose que vous allez mettre à jour le tableau de formation pour l'ajouter aux autres obligatoires?

Merci.

Christine Groleau

Directrice adjointe, Opérations intégrées de l'Exécution de la Loi
Audiences et Détention
Division de l'Exécution de la Loi et du Renseignement
Agence des services frontaliers du Canada
Gouvernement du Canada
Christine.Groleau@cbsa-asfc.gc.ca
Téléphone : 514-283-0931 / ATS : 866-335-3237 / Télécopieur: 514-283-6688

Assistant Director, Integrated Enforcement Operations
Hearings and Detention
Enforcement and Intelligence Division
Canada Border Services Agency
Government of Canada
Christine.Groleau@cbsa-asfc.gc.ca
Phone : 514-283-0931 / TTY : 866-335-3237 / Fax : 514-283-6688

De : Durocher, Steven
Envoyé : 7 mai, 2019 15:45
À : Paradis, Pauline <Pauline.Paradis@cbsa-asfc.gc.ca>
Objet : RE: Mandatory Training for Frontline Officers - Preventing Racial Profiling at the Frontline (H1015-P)/Formation obligatoire pour les agents de première ligne – Prévention du profilage racial à la première ligne (H101

Bonjour Pauline,

Greg a dit que chaque agent qui doit traveller face à face avec un membre du public doit compléter la formation.

Steve

Steve Durocher

A/Director, Training and Learning Solutions Division, Human Resources Branch
Canada Border Services Agency / Government of Canada
Steven.Durocher@cbsa-asfc.gc.ca Tel: 343-291-6373 Cell / TTY : 866-335-3237

Directeur p.i., Solutions de formation et d'apprentissage, Direction générale des ressources humaines
Agence des services frontaliers du Canada / Gouvernement du Canada
Steven.Durocher@cbsa-asfc.gc.ca Tél. : 343-291-6373 Tél. cell. / ATS : 866-335-3237

From: Modler, Greg <Greg.Modler@cbsa-asfc.gc.ca>
Sent: May 7, 2019 2:23 PM
To: Durocher, Steven <Steven.Durocher@cbsa-asfc.gc.ca>; Lamarche, Lynne <Lynne.Lamarche@cbsa-asfc.gc.ca>
Cc: Hussey, Tila <Tila.Hussey@cbsa-asfc.gc.ca>
Subject: RE: Mandatory Training for Frontline Officers - Preventing Racial Profiling at the Frontline (H1015-P)/Formation obligatoire pour les agents de première ligne – Prévention du profilage racial à la première ligne (H101

I would say yes. They are dealing with the public in a front line capacity.

Greg Modler

Traveller Operations
Canada Border Services Agency / Government of Canada
greg.modler@cbsa-asfc.gc.ca / **as of 01 April 2019** Tel: **613-946-5969 ***new** / TTY: 866-335-3237

Opérations liées aux voyageurs
Agence des services frontaliers du Canada / Gouvernement du Canada
greg.modler@cbsa-asfc.gc.ca / **en date du 01 avril 2019** Tél. : **613-946-5969 ***new**/ ATS : 866-335-3237

From: Durocher, Steven
Sent: Tuesday, May 7, 2019 2:18 PM
To: Lamarche, Lynne <Lynne.Lamarche@cbsa-asfc.gc.ca>
Cc: Hussey, Tila <Tila.Hussey@cbsa-asfc.gc.ca>; Modler, Greg <Greg.Modler@cbsa-asfc.gc.ca>
Subject: FW: Mandatory Training for Frontline Officers - Preventing Racial Profiling at the Frontline (H1015-P)/Formation obligatoire pour les agents de première ligne – Prévention du profilage racial à la première ligne (H101

Hi Lynne,

Please see question below. I believe they are enquiring of other officers including Inland Enforcement Officers? What is meant by the term all frontline officers?

Steve

Steve Durocher

A/Director, Training and Learning Solutions Division, Human Resources Branch
Canada Border Services Agency / Government of Canada
Steven.Durocher@cbsa-asfc.gc.ca Tel: 343-291-6373 Cell (/ TTY : 866-335-3237

Directeur p.i., Solutions de formation et d'apprentissage, Direction générale des ressources humaines
Agence des services frontaliers du Canada / Gouvernement du Canada
Steven.Durocher@cbsa-asfc.gc.ca Tél. : 343-291-6373 Tél. cell. / ATS : 866-335-3237

From: Paradis, Pauline <Pauline.Paradis@cbsa-asfc.gc.ca> **On Behalf Of** Deschamps, Josée
Sent: May 7, 2019 1:31 PM
To: Durocher, Steven <Steven.Durocher@cbsa-asfc.gc.ca>
Cc: Deschamps, Josée <Josee.Deschamps@cbsa-asfc.gc.ca>
Subject: Mandatory Training for Frontline Officers - Preventing Racial Profiling at the Frontline (H1015-P)/Formation obligatoire pour les agents de première ligne – Prévention du profilage racial à la première ligne (H101

Bonjour M. Durocher,

Nous avons reçu un questionnement d'un de nos directeur adjoint afin de savoir si la formation est prévue pour les agents d'exécution de la loi également.

Merci.

Pauline Paradis pour/for Christine Groleau
Directrice intérimaire, Division de l'exécution de la loi et du renseignement
Agence des services frontaliers du Canada/Gouvernement du Canada
Christine.Groleau@cbsa-asfc.gc.ca Tél: 514-283-0556/ATS: 866-335-3237

Interim Director, Enforcement & Intelligence Operations Division
Canada Border Services Agency/Government of Canada
Christine.Groleau@cbsa-asfc.gc.ca / Tel: 514-283-0556/TTY: 866-335-3237

De : St-Arnaud, Daniel
Envoyé : 7 mai, 2019 13:05
À : Begin, Miguel <Miguel.Begin@cbsa-asfc.gc.ca>; Laurin, Chantal <Chantal.Laurin@cbsa-asfc.gc.ca>; Mannarino, Maurizio <Maurizio.Mannarino@cbsa-asfc.gc.ca>; Rossi, Jean-Philippe <Jean-Philippe.Rossi@cbsa-asfc.gc.ca>; Deschamps, Josée <Josee.Deschamps@cbsa-asfc.gc.ca>; Clifford, Kurtis <Kurtis.Clifford@cbsa-

asfc.gc.ca>
Cc : Cogné, Geneviève <Genevieve.Cogne@cbsa-asfc.gc.ca>; Gratton, Geneviève <Genevieve.Gratton@cbsa-asfc.gc.ca>; Auclair, Rachel <Rachel.Auclair@cbsa-asfc.gc.ca>
Objet : TR: Mandatory Training for Frontline Officers - Preventing Racial Profiling at the Frontline (H1015-P)/Formation obligatoire pour les agents de première ligne – Prévention du profilage racial à la première ligne (H101

Bonjour,

Veuillez prendre note d'une nouvelle formation obligatoire pour les agents de première ligne.

Hello,

Please take note of a new mandatory training for frontline officers.

Daniel St-Arnaud

Gestionnaire – Services aux programmes

Manager – Programs Services

514-283-8700 poste 8330 | facsimilé: 514-283-9945

Wiki des programmes

English Version ***** La version française suit *****

Good day,

The Agency is committed to nurturing a culture that is founded on values and ethics of the Public Service of Canada and the CBSA, and in which all employees conduct themselves in a way that upholds the integrity of CBSA programs and demonstrates professionalism in your day to day activities.

Our CBSA values of Respect, Integrity and Professionalism guide our interactions with members of the public. We demonstrate these values in a number of ways, including, by never making abusive, derisive, threatening, insulting, offensive or provocative statements or gestures to or about another person.

The CBSA value of Respect encompasses all that we do to value the inherent dignity of all people. Frontline officers show respect by never engaging in discriminatory or harassing behaviour. The *Canadian Human Rights Act (CHRA)* prohibits all CBSA employees from discriminatory practices based on one or more grounds of discrimination. Discriminatory practices include denying someone a service or accommodation or providing someone services or accommodation in a way that treats them adversely and differently. As professionals, we are all aware of our CHRA obligations in the conduct of our duties and in our interactions with the public.

As you may be aware, the *Canadian Human Rights Tribunal* issued a decision which stipulated that training, separate from the existing on-line Diversity and Race Relations module, that focuses on race-based discrimination and profiling be established.

That said, the course, *Preventing Racial Profiling at the Frontline (H1015-P)* is now available on My Learning.

***All frontline officers, superintendents and chiefs of operations* are required to complete the mandatory course on *Preventing Racial Profiling at the Frontline*, and are asked to do so by *October 31, 2019*.**

We ask that all Regional management highlight the importance of completing this training in a timely fashion, and, as we approach peak travel periods, remind all frontline officers to ensure they carry out their duties in a professional and respectful manner.

Should you have any questions regarding the training please contact Steven Durocher.

Thank you in advance for your cooperation.

Version française * The English version precedes *****

Bonjour,

L'Agence s'engage à favoriser une culture axée sur ses valeurs et principes d'éthique, ainsi que sur ceux de la fonction publique du Canada, de façon à ce que tous ses employés affichent un comportement qui soutient l'intégrité de ses programmes et effectuent leurs activités quotidiennes avec professionnalisme.

Les valeurs de l'ASFC liées au respect, à l'intégrité et au professionnalisme guident nos interactions avec les membres du public. Nous démontrons ces valeurs de plusieurs façons, notamment en ne faisant jamais de déclarations ou de gestes offensants, ironiques, menaçants, insultants, blessants ou provocateurs à l'intention d'une personne ou à son sujet.

La valeur de l'ASFC liée au respect englobe tous les gestes que nous accomplissons pour respecter la dignité inhérente de toutes les personnes. Les agents de première ligne font preuve de respect en n'adoptant jamais un comportement discriminatoire ou constituant du harcèlement. La *Loi canadienne sur les droits de la personne (CHRA)* interdit à tous les employés de l'ASFC de mener des actes discriminatoires fondés sur au moins un des motifs de discrimination. Ces actes discriminatoires comprennent le fait de priver une personne d'un service ou d'une mesure d'adaptation ou le fait de la défavoriser au moment de lui fournir un service ou de mettre en place une mesure d'adaptation. En tant que professionnels, nous connaissons nos obligations aux termes de la LCDP dans le cadre de nos fonctions et de nos interactions avec le public.

Comme vous le savez peut-être, le *Tribunal canadien des droits de la personne* (TCDP) a rendu une décision exigeant l'élaboration d'une formation distincte du module de formation en ligne, Diversité et relations interraciales, sur la discrimination et le harcèlement fondés sur la race.

Cela dit, le cours, *Prévention du profilage racial à la première ligne (H1015-P)* est maintenant offert sur « Mon apprentissage ».

Tous les agents de première ligne, les surintendants et les chefs d'opérations doivent avoir suivi le cours intitulé *Prévention du profilage racial* à la première ligne *d'ici le 31 octobre 2019*.

Nous demandons à tous les gestionnaires régionaux de souligner l'importance de suivre cette formation en temps opportun et, alors que la période de pointe pour les voyages approche à grands pas, de rappeler aux agents de première ligne la nécessité d'accomplir leurs fonctions avec professionnalisme et respect.

Si vous avez des questions au sujet de cette formation, veuillez communiquer avec Steven Durocher.

Je vous remercie d'avance de votre collaboration.

Lynne Lamarche

Director, Traveller Operations Division, Operations Branch
Canada Border Services Agency / Government of Canada
lynne.lamarche@cbsa-asfc.gc.ca / Tel: 613-941-5550 / TTY: 866-335-3237

Directrice, Division des opérations liées aux voyageurs,
Direction générale des opérations
Agence des services frontaliers du Canada / Gouvernement du Canada
lynne.lamarche@cbsa-asfc.gc.ca / Tél: 613-941-5550 / ATS: 866-335-3237

Carvalho, Ana

From: Sasaki, Karen
Sent: May 24, 2019 09:09 AM
To: St Laurent, Lisa; Modler, Greg; Bacon, Jason
Subject: RE: CHRC decision

Sorry, meant to include all of this:

OBJECTIVE
This request is the result of remedies sought by the Canadian Human Rights Commission (CHRC) following hearings and decisions of the Canadian Human Rights Tribunal (CHRT) case of Davis v. Canada Border Services Agency (CBSA). The remedies related to development of racial profiling training state that:
• the CBSA must develop training separate from the existing online Diversity and Race Relations course
• the training must include discussions of the new policy or directive that specifically prohibits all forms of racebased discrimination under the Canadian Human Rights Act including racial profiling
• the training must include current case law concerning the phenomenon of racial profiling
• the CBSA retain independent contractors with appropriate expertise to assist in the preparation of the training content.
Given the aforementioned remedies, the CBSA is seeking to engage a qualified and experienced contractor to develop content for an online course for Border Services Officers (BSOs) and BSO recruits (hereafter referred to as recruits) on the topic of Racial Profiling Awareness and Prevention.
The CHRC also identified that the CBSA provide BSOs working at the Cornwall border crossing with additional training material regarding the range of different perspectives within the Akwesasne community. This is NOT included in this scope of work. This remedy will be fulfilled by the CBSA's Training and Learning Solutions Division who will work in consultation with the Mohawk Council of Akwesasne (MCA) to integrate this content into existing two (2) day classroom cultural training that is mandatory for all staff at the Cornwall port of entry. It is included here for information purposes only.

BACKGROUND
As a result of the CHRT released decision on December 9, 2014 in Davis v. CBSA, upholding in part a complaint of discrimination based on race, age and sex brought against the CBSA in relation to an interaction between a young Mohawk woman and several CBSA Border Services Officers and staff in 2005 at the Cornwall Island border crossing.
By the nature of their job, BSOs are often required to make immediate decisions and as a result may unconsciously allow bias to impact their decisions; however, through training, this can be recognized and managed. The goal of the training is to equip BSOs with the awareness, knowledge, and skills to provide professional, high quality and bias aware service to the public.

SCOPE
Because BSOs work in a 7 X 24 environment and provide services at approximately 1,200 points across Canada and at 39 international locations, an on-line course is the recommended learning approach in order to reach all BSO's. Recruits currently complete a training phase made up of four (4) weeks of online training followed by 4.5 months of in-residence training at the Agency's College in Rigaud, Quebec. The online product provided to BSOs will also be provided to recruits.
The contractor will develop a project plan, conduct a needs assessment, consider best practices in racial profiling training, develop a course outline, develop learning objectives, develop content and activities, develop assessments, and act as the subject-matter-expert.

Machacynski, Bruece

From: Charron, Josee
Sent: April 1, 2019 10:13 AM
To: Aubin, Josee; Bowers, Emma; Brant, Kaitlyn; Caron, Julie; Maddalena, Renata; Viau, Lise; Archer, Melissa; Eldridge, Lauren; Nanji, Anita; Santaniello, Sabrina; Scott, Christiena; Sharp, Sarah; Tennier, Shari; Wilson, Sheila; Heir, Jas; Lobach, Diana; Lora Vilchis, Yolanda; MacPherson, Kerry; Ormandy, Amanda; Stepien, Magdalena; Turner, Larry; Bériault, Hélène; King, Christina; Longpré, Martine; Doiron, Madeline; Mahar, Dakota; Plante, Marco (MCE); Simpson, Cynthia; Doiron, Quinton; Lang, Crystal; Mitri, Helen; Hunt, Timothy; Padpad, Kristine; Penney, Sandra; Sherby, Dawn; Condurache, Tania; Laberge, Sylviane; Nadon, Pascal; Pereira, Luis Filipe
Cc: Bacon, Jason; McCambley, Vickie; CBSA-ASFC_TDR-DCF; Boudreau, Suzanne; Laporte, Valérie; My Learning Support / Soutien Mon Apprentissage (CBSA/ASFC); St Laurent, Lisa; CBSA-ASFC_NTP_Coordination_PNF; James, Alison
Subject: New online training: H1015-P Preventing Racial Profiling at the Frontline/ Nouvelle formation en ligne : H1015-P Prévention du profilage racial à la première ligne

FYI – Training Coordinators and CAS Role 20 users / PVI – Coordonnateurs de formation et utilisateurs SAE du rôle 20

This email is sent to CAS role 20 users/Training Coordinators for information and not to be distributed to employees / Ce courriel est envoyé aux utilisateurs du rôle 20 aux SAE et au coordonnateur de formation pour information et non pour la distribution aux employés.

Hello,

Please note that the following online training has been created in CAS/My Learning.

H1015-P Preventing Racial Profiling at the Frontline

CBSA online training list:

If you have any question feel free to contact me.

Thank you.

****

Bonjour,

Veuillez noter que la nouvelle formation en ligne suivante vient d'être créée dans les SAE/Mon apprentissage.

H1015-P Prévention du profilage racial à la première ligne

Liste des formations en ligne de l'ASFC :

Si vous avez des questions n'hésitez pas à communiquer avec moi.

Merci.

Josée Charron

Team Lead *My Learning*, Human Resources Branch
Canada Border Services Agency / Government of Canada
Josée.Charron@cbsa-asfc.gc.ca / NEW Tel: 343-291-6360

Chef d'équipe *Mon apprentissage*, Direction des ressources humaines
Agence des Services Frontaliers du Canada / Gouvernement du Canada
Josée.Charron@cbsa-asfc.gc.ca / NOUVEAU Tel: 343-291-6360

Machacynski, Bruece

From: Heir, Jas
Sent: June 4, 2019 09:15 AM
To: Machacynski, Bruece
Subject: FW: Racial Profiling course completion

From: Heir, Jas
Sent: May 17, 2019 11:25 AM
To: Green, Carol E <Carol.Green@cbsa-asfc.gc.ca>
Subject: RE: Racial Profiling course completion

Hi Carol,

See email from my learning. They have to complete 100% of all content.

Jas

From: My Learning Support / Soutien Mon Apprentissage (CBSA/ASFC) <CBSA.My_Learning_Support-Soutien_Mon_Apprentissage.ASFC@cbsa-asfc.gc.ca>
Sent: May 17, 2019 11:22 AM
To: Heir, Jas <Jas.Heir@cbsa-asfc.gc.ca>
Subject: RE: Racial Profiling course completion

Hi Jas, we have no issue with the course – they have to see all the content. They have not 100%

Merci
Josée

From: Heir, Jas
Sent: May 17, 2019 2:11 PM
To: My Learning Support / Soutien Mon Apprentissage (CBSA/ASFC) <CBSA.My_Learning_Support-Soutien_Mon_Apprentissage.ASFC@cbsa-asfc.gc.ca>
Subject: FW: Racial Profiling course completion

Good morning,

We have been getting several email regarding not being able to confirm participation for Racial Profiling course H-1015-P.

Please advise,

Jas

From: Green, Carol E <Carol.Green@cbsa-asfc.gc.ca>
Sent: May 16, 2019 5:02 PM

To: Heir, Jas <Jas.Heir@cbsa-asfc.gc.ca>
Subject: Racial Profiling course completion

Hi Jas,

Further to my last, here is a list of the people who have told me that they have completed the racial profiling course. Could you please confirm?

Thanks,

Carol Green

Border Services Officer / Training Coordinator
Canada Border Services Agency / Government of Canada
Carol.Green@cbsa-asfc.gc.ca / Telephone 250-363-0473 / Teletypewriter 1-866-335-3237

Agent des Services Frontaliers / Coordonnatrice de la formation
Agence des services frontaliers du Canada / Gouvernement du Canada
Carol.Green@cbsa-asfc.gc.ca / Téléphone 250-363-0473 / Téléimprimeur 1-866-335-3237

Machacynski, Bruece

From:
Sent: May 14, 2019 07:33 AM
To: Green, Carol E
Subject: RE: Sent from Snipping Tool - finished the course but cant confirm participation. I'll keep trying.

Sorry The Racial Profiling prevention course

From: Green, Carol E <Carol.Green@cbsa-asfc.gc.ca>
Sent: May 11, 2019 8:52 AM
To:
Subject: RE: Sent from Snipping Tool - finished the course but cant confirm participation. I'll keep trying.

What course is this for please?

From:
Sent: May 9, 2019 10:39 AM
To: Lehtovaara, Glen <Glen.Lehtovaara@cbsa-asfc.gc.ca>; Green, Carol E <Carol.Green@cbsa-asfc.gc.ca>
Subject: Sent from Snipping Tool - finished the course but cant confirm participation. I'll keep trying.

Confirm Participation

Congratulations! You have completed the course.

Important!

To update your Learning History, you must confirm your participation unde

Please follow these steps below:

1. **Close this window** by clicking the Log Off button to return to the cours
2. **Under the section Confirm Participation**, click on the **Confirm Partic**

Note : In order for the **Confirm Participation** button to appear, the Compl delivery method only). To obtain 100% completion you must have viewed a tests/quizzes.

Learning Progress

Booking Date	05.06
Course is licensed as of	05.06
First Accessed on	05.06
Last Accessed on	05.06
Total Completion Time to Date	68 Mi
Completed Learning Objects	100.0
Completion Progress	100.0
Current Status	100.0
Completion Status	The c

Confirm Participation

If you do not want to continue this course, for instance, because you have already passed it, you can you when you set the course to Completed.

Confirm Participation 

Taylor, Duane

From:
Sent: February 13, 2019 11:27 AM
To: Gauthier, Lyne
Subject: Comments on Module 3 from Martine and Scott
Attachments: RPP-Storyboard_Mod3-draft_28jan19 SWFM_MS commentsdocx.docx

Hi Lyne – see attached and below for comments from Martine and Scott on Module 3, plus on an additional reflection activity we added to Module 1.

From: Senior, Martine
Sent: February-12-19 11:03 AM
To: Wallace, Scott ;
Subject: RE: Short reflection activity for module 1

Thank you Scott.

I totally agree with Scott on his edits, especially about the T-shirt and colour of uniform. I really like the fact that you make them aware that they can also be "profiled" by society.

Thanks,
Martine

From: Wallace, Scott <Scott.Wallace@cbsa-asfc.gc.ca>
Sent: February 12, 2019 8:33 AM
To:
Cc: Senior, Martine <Martine.Senior@cbsa-asfc.gc.ca>
Subject: RE: Short reflection activity for module 1

personally, I like reflective activities in learning and the one you've provided is appropriate. I just don't know how realistic it is in terms of off-duty BSO's wearing "t-shirts" and the linkage to "colour of a uniform". Therefore, I've provided suggested edits. Also, we open the activity with "stereotypes" but close it with "profiled". This may be confusing for learners so can we use one or the other in both instances?

Original

Stereotypes exist about all kinds of groups of people. Take a moment to think about some of the negative stereotypes present in society about law enforcement – "Law enforcement officers are …".
Now, consider the following scenario.

You are off duty and shopping in a local mall with your family. You are wearing a CBSA T-shirt. Someone passing by looks at your shirt and shouts in your direction: "Hey, you guys are… (recall the stereotype that came to mind.)
You would have every reason to feel disturbed or annoyed by the person's comment.
While you would no doubt respond to this situation in a professional manner, you might not come away from the encounter with a favourable impression of that person - who may have challenged the quality and legitimacy of your work, and embarrassed you in front of your family.
The bottom line is that no-one wants to be profiled. People will be rightfully upset and hurt when assumptions are made about them, or when they are suspected of wrongdoing - whether based on the colour of their skin, or the colour of their uniform.

Suggested Revisions

Stereotypes exist about all kinds of groups of people. Take a moment to think about some of the negative stereotypes present in society about law enforcement – "Law enforcement officers are …".

Now, consider the following scenario.

You are on-duty in a major Canadian airport walking from one terminal to another to process a group of arriving travellers. On your way to the other terminal someone passing by looks at your uniform and shouts in your direction: "Hey, you guys are… (recall the stereotype that came to mind.)

You would have every reason to feel disturbed or annoyed by the person's comment.

While you would no doubt respond to this situation in a professional manner, you might not come away from the encounter with a favourable impression of that person - who may have challenged the quality and legitimacy of your work, and embarrassed you in front of your co-workers, airport staff, and others.

The bottom line is that no-one wants to be profiled. People will be rightfully upset and hurt when assumptions are made about them, or when they are suspected of wrongdoing - whether based on race, colour, ethnicity, ancestry, religion, or place of origin, or a combination of these.

From:
Sent: February 12, 2019 7:58 AM
To: Wallace, Scott <Scott.Wallace@cbsa-asfc.gc.ca>; Senior, Martine <Martine.Senior@cbsa-asfc.gc.ca>
Subject: RE: Short reflection activity for module 1

Hi again Martine and Scott:
Just in case you haven't had a chance to review yet, here's a slightly updated version with a more open-ended introduction.
Thanks again and have a good day,

- -
Stereotypes exist about all kinds of groups of people. Take a moment to think about some of the negative stereotypes present in society about law enforcement – "Law enforcement officers are …".
Now, consider the following scenario.

You are off duty and shopping in a local mall with your family. You are wearing a CBSA T-shirt. Someone passing by looks at your shirt and shouts in your direction: "Hey, you guys are… (recall the stereotype that came to mind.)
You would have every reason to feel disturbed or annoyed by the person's comment.
While you would no doubt respond to this situation in a professional manner, you might not come away from the encounter with a favourable impression of that person - who may have challenged the quality and legitimacy of your work, and embarrassed you in front of your family.
The bottom line is that no-one wants to be profiled. People will be rightfully upset and hurt when assumptions are made about them, or when they are suspected of wrongdoing - whether based on the colour of their skin, or the colour of their uniform.

[Adapted from: Susswein, Ron Companion Guide, Attorney General Law Enforcement Directive No. 2005-1 Establishing an Official Statewide Policy Defining and Prohibiting the Practice of "Racially Influenced Policing".]

From:
Sent: February-11-19 3:31 PM
To: 'Wallace, Scott' <Scott.Wallace@cbsa-asfc.gc.ca>; Senior, Martine <Martine.Senior@cbsa-asfc.gc.ca>
Subject: Short reflection activity for module 1

Hi Martine and Scott:
In module 1, we were thinking about adding a brief pop-up reflection activity to give insights into the experience of being profiled/stereotyped. Would you be able to have a quick look at the following?
Thanks in advance

- - -

Consider the following scenario:
You are off duty and shopping in a local mall with your family. You are wearing a CBSA T-shirt. Someone passing by looks at your shirt and shouts in your direction: "Hey, you guys are prejudiced and abuse your power".
You would have every reason to be disturbed by the person's comment - it implies that you and our organization engage in discriminatory treatment. The comment reflects negative stereotypes in society about law enforcement officers.

While you would no doubt respond to this situation in a professional manner, you would not come away from the encounter with a favourable impression of that person - who had challenged the legitimacy of your work, and embarrassed you in front of your family.
The bottom line is that no-one wants to be profiled. People will be rightfully upset and hurt when they are suspected of wrongdoing - whether based on the colour of their skin, or the colour of their uniform.

[Adapted from: Susswein, Ron Companion Guide, Attorney General Law Enforcement Directive No. 2005-1 Establishing an Official Statewide Policy Defining and Prohibiting the Practice of “Racially Influenced Policing”.]

From: Wallace, Scott <Scott.Wallace@cbsa-asfc.gc.ca>
Sent: February-08-19 12:04 AM
To: Senior, Martine <Martine.Senior@cbsa-asfc.gc.ca>;
Subject: RE: Draft storyboard #3

I concur with Martine. Thanks Sara.

From: Senior, Martine <Martine.Senior@cbsa-asfc.gc.ca>
Sent: February 7, 2019 9:39 AM
To:
Cc: Wallace, Scott <Scott.Wallace@cbsa-asfc.gc.ca>
Subject: RE: Draft storyboard #3

You are very welcome Sara. Fantastic about the UK data; thanks for finding that information.

Have a wonderful day,
Martine

From:
Sent: February 7, 2019 9:17 AM
To: Senior, Martine <Martine.Senior@cbsa-asfc.gc.ca>
Cc: Wallace, Scott <Scott.Wallace@cbsa-asfc.gc.ca>
Subject: RE: Draft storyboard #3

Thank you Martine and Scott.
Also, we found some recent data from UK law enforcement indicating the ineffectiveness of racial profiling (similar to the US Customs one). If there is no Canadian data we will include some of that to “round out” the picture a bit.
https://www.equalityhumanrights.com/en/race-britain/stop-and-think-again
Have a good day,

From: Senior, Martine <Martine.Senior@cbsa-asfc.gc.ca>
Sent: February-07-19 7:58 AM
To:
Cc: Wallace, Scott <Scott.Wallace@cbsa-asfc.gc.ca>
Subject: RE: Draft storyboard #3

I will take your suggestion of:

"refer consistently to both racialized and Indigenous peoples throughout".

Thanks,
Martine

From: Wallace, Scott <Scott.Wallace@cbsa-asfc.gc.ca>
Sent: February 6, 2019 11:00 PM
To: Senior, Martine <Martine.Senior@cbsa-asfc.gc.ca>
Subject: RE: Draft storyboard #3

For Canadian data, I would suggest asking Lyne Gauthier if she has any suggestions. If not available, it's ok it's just that if we have it it makes the course more relevant to our Officers. Perhaps Martine can respond to the question re: racialized and Indigenous communities.

Scott A. Wallace, M.Ed, CHRL
Senior Program Advisor, Employment Equity and Diversity, HR Branch
Canada Border Services Agency / Government of Canada
scott.wallace@cbsa-asfc.gc.ca / Tel: 613-954-1145 / TTY: 866-335-3237

Conseiller principal en programmes, Équité en matière d'emploi et diversité, Direction générale des RH
Agence des services frontaliers du Canada / Gouvernement du Canada
scott.wallace@cbsa-asfc.gc.ca / Tél: 613-954-1145 / ATS: 866-335-3237

From:
Sent: February 6, 2019 10:56 AM

To: Senior, Martine <Martine.Senior@cbsa-asfc.gc.ca>
Cc: Wallace, Scott <Scott.Wallace@cbsa-asfc.gc.ca>
Subject: RE: Draft storyboard #3

Hi Martine and Scott:
Thanks so much for these comments - we do a lot of work in the area of unconscious bias, so really enjoyed working on this module !
A couple of questions about your comments on modules 2-3:

- Who should we contact to see if there is any Canadian data equivalent to the research from US Customs? Would this be Louis? If not available, is it ok as is?
- Re your comment on referring to both racialized and Indigenous communities - we followed the approach of Ontario Human Rights to address Indigenous peoples specifically as their experience is based on a different dynamic/context - e.g. see "Why a separate section for the Aboriginal community?" in http://www.ohrc.on.ca/en/paying-price-human-cost-racial-profiling/impact-racial-profiling-aboriginal-community
  At the same time, Indigenous peoples are not specifically mentioned in your directive. So, some options would be to:
  - refer consistently to both racialized and Indigenous peoples throughout; and/or
  - to also address your comment in Module 2 - "What is our role as BSOs in preventing racial profiling?" - we could change the last bullet (about disciplinary measures) to refer to the wider obligation in the directive to "provide service in a manner that does not demean a person's dignity and is respectful of human rights" - and mention here that both racialized and Indigenous peoples are included, if that would be appropriate?

We will send back the tweaks we make for your final sign off, in any case, so you can see how it flows.
Thanks,

From: Senior, Martine <Martine.Senior@cbsa-asfc.gc.ca>
Sent: February-05-19 3:14 PM
To:
Cc: Wallace, Scott <Scott.Wallace@cbsa-asfc.gc.ca>
Subject: RE: Draft storyboard #3

Hi :

Please find Scott's comments and mine; apologies for the delay. This module was really excellent and clear! I noticed the gender-neutral language; thank you. And great pictures of people, depicting so many different backgrounds and races. Really well done!

Have a wonderful evening,
Martine and Scott

From:
Sent: February 1, 2019 4:43 PM
To: Wallace, Scott <Scott.Wallace@cbsa-asfc.gc.ca>

Cc: Senior, Martine <Martine.Senior@cbsa-asfc.gc.ca>
Subject: Re: Draft storyboard #3

Hi Martine and Scott
Thanks for the follow up - even Tuesday by noon should be fine if that helps.
Sara

On Feb 1, 2019, at 4:12 PM, Wallace, Scott <Scott.Wallace@cbsa-asfc.gc.ca> wrote:

My bad too as I was to have provided Martine with my comments re: module 2 – they're here sitting on my desk. I'll see if I can do them tonight/tomorrow. I'll see if I can do module 3 too.

Scott A. Wallace, M.Ed, CHRL
Senior Program Advisor, Employment Equity and Diversity, HR Branch
Canada Border Services Agency / Government of Canada
scott.wallace@cbsa-asfc.gc.ca / Tel: 613-954-1145 / TTY: 866-335-3237

Conseiller principal en programmes, Équité en matière d'emploi et diversité, Direction générale des RH
Agence des services frontaliers du Canada / Gouvernement du Canada
scott.wallace@cbsa-asfc.gc.ca / Tél: 613-954-1145 / ATS: 866-335-3237

From: Senior, Martine
Sent: February 1, 2019 3:22 PM
To: '
Cc: Wallace, Scott <Scott.Wallace@cbsa-asfc.gc.ca>
Subject: RE: Draft storyboard #3

Good afternoon

Apologies for the silence; and back at work only this week. I will definitely work on this on Monday.

Thank you for your patience and my apologies for the delay in answering you.

Have a wonderful week-end and keep warm ☺
Martine

From:
Sent: February 1, 2019 9:28 AM
To: Charland, Louis <Louis.Charland@cbsa-asfc.gc.ca>; Senior, Martine <Martine.Senior@cbsa-asfc.gc.ca>
Cc: Pritchard, Keith <Keith.Pritchard@cbsa-asfc.gc.ca>; Gauthier, Lyne <Lyne.Gauthier@cbsa-asfc.gc.ca>; Wallace, Scott <Scott.Wallace@cbsa-asfc.gc.ca>; Nguyen, Nhung <Nhung.Nguyen@cbsa-asfc.gc.ca>; Dimitrova, Catrin <Catrin.Dimitrova@cbsa-asfc.gc.ca>
Subject: RE: Draft storyboard #3

Good morning Louis and Martine:
Thanks for this feedback.
Lyne Gauthier and I spoke earlier this week, and we're aiming to get everything wrapped up by next Friday (Feb 8). To do this, it would be very much appreciated if you could send any further feedback by end of Monday (February 4) if possible. That would give us time to confirm any final changes with you.
Have a great weekend everyone,

From: Charland, Louis <Louis.Charland@cbsa-asfc.gc.ca>
Sent: January-31-19 10:50 AM
To:
Cc: Pritchard, Keith <Keith.Pritchard@cbsa-asfc.gc.ca>; Gauthier, Lyne <Lyne.Gauthier@cbsa-asfc.gc.ca>; Wallace, Scott <Scott.Wallace@cbsa-asfc.gc.ca>; Nguyen, Nhung <Nhung.Nguyen@cbsa-asfc.gc.ca>; Senior, Martine <Martine.Senior@cbsa-asfc.gc.ca>; Dimitrova, Catrin <Catrin.Dimitrova@cbsa-asfc.gc.ca>
Subject: RE: Draft storyboard #3

HI

We read over the document with no issues, it is easy to follow and understand.

Thank you…………..Louis

From:
Sent: January 29, 2019 6:56 AM
To: Charland, Louis <Louis.Charland@cbsa-asfc.gc.ca>; Senior, Martine <Martine.Senior@cbsa-asfc.gc.ca>
Cc: Pritchard, Keith <Keith.Pritchard@cbsa-asfc.gc.ca>; Gauthier, Lyne <Lyne.Gauthier@cbsa-asfc.gc.ca>; Wallace, Scott <Scott.Wallace@cbsa-asfc.gc.ca>; Nguyen, Nhung <Nhung.Nguyen@cbsa-asfc.gc.ca>
Subject: RE: Draft storyboard #3

Good morning Louis and Martine:
Attached is the final storyboard for your review. Once you've sent your comments on this one, we'll do a final review of all three modules for consistency.
Thanks in advance and have a good day,

From: Charland, Louis <Louis.Charland@cbsa-asfc.gc.ca>
Sent: January-21-19 9:44 AM
To:
Cc: Pritchard, Keith <Keith.Pritchard@cbsa-asfc.gc.ca>; Gauthier, Lyne <Lyne.Gauthier@cbsa-asfc.gc.ca>; Wallace, Scott <Scott.Wallace@cbsa-asfc.gc.ca>; Nguyen, Nhung <Nhung.Nguyen@cbsa-asfc.gc.ca>; Senior, Martine <Martine.Senior@cbsa-asfc.gc.ca>
Subject: RE: Draft storyboard #2

Hi S

Our few comments are incorporated in the attached document and are of the opinion that the content will resonate with the audience.

Thank you……………..Louis

From:
Sent: January 17, 2019 7:44 AM
To: Senior, Martine <Martine.Senior@cbsa-asfc.gc.ca>; Charland, Louis <Louis.Charland@cbsa-asfc.gc.ca>
Cc: Pritchard, Keith <Keith.Pritchard@cbsa-asfc.gc.ca>; Gauthier, Lyne <Lyne.Gauthier@cbsa-asfc.gc.ca>; Wallace, Scott <Scott.Wallace@cbsa-asfc.gc.ca>; Nguyen, Nhung <Nhung.Nguyen@cbsa-asfc.gc.ca>
Subject: RE: Draft storyboard #2

Hi Martine and Louis:
Happy new year. Please find attached storyboard #2 for your review. This one is very specific to your workplace, so we'd really appreciate a thorough review to ensure all details are correct and will resonate with the audience.
Many thanks in advance – have a good day.

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From: Senior, Martine <Martine.Senior@cbsa-asfc.gc.ca>
Sent: December-21-18 2:24 PM

To:
Cc: Pritchard, Keith <Keith.Pritchard@cbsa-asfc.gc.ca>; Gauthier, Lyne <Lyne.Gauthier@cbsa-asfc.gc.ca>; Wallace, Scott <Scott.Wallace@cbsa-asfc.gc.ca>; Nguyen, Nhung <Nhung.Nguyen@cbsa-asfc.gc.ca>; Charland, Louis <Louis.Charland@cbsa-asfc.gc.ca>
Subject: RE: Draft storyboard #1

Hi

Please see comments and suggestions in Track changes; thank you to Scott for his input.

Two main comments are:

- Whenever it's possible, to use a gender neutral language, except of course when you give an example of a "Black young man" for instance since the focus is about racial profiling
- Give a glossary of main terms with clear definitions of concepts
- Add when possible an example of a BSO or of a situation at borders; maybe Steve's group can provide one or two examples.

Have a merry Christmas with family and friends and a healthy 2019.

Martine

From:
Sent: December 18, 2018 8:57 AM
To: Senior, Martine <Martine.Senior@cbsa-asfc.gc.ca>; Charland, Louis <Louis.Charland@cbsa-asfc.gc.ca>
Cc: Pritchard, Keith <Keith.Pritchard@cbsa-asfc.gc.ca>; Gauthier, Lyne <Lyne.Gauthier@cbsa-asfc.gc.ca>; Wallace, Scott <Scott.Wallace@cbsa-asfc.gc.ca>; Nguyen, Nhung <Nhung.Nguyen@cbsa-asfc.gc.ca>
Subject: Draft storyboard #1

Hi Louis and Martine:
Please find attached storyboard #1 for your review and comment.
It might be easiest to review in this order:
- Transcript text (narrated)
- Content (on screen)
- Visuals (images to reinforce learning)

The other technical items will be reviewed by your colleagues in learning development.
Thanks in advance,

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From: Senior, Martine <Martine.Senior@cbsa-asfc.gc.ca>
Sent: December-10-18 1:21 PM
To:
Cc: Charland, Louis <Louis.Charland@cbsa-asfc.gc.ca>; Pritchard, Keith <Keith.Pritchard@cbsa-asfc.gc.ca>; Gauthier, Lyne <Lyne.Gauthier@cbsa-asfc.gc.ca>; Wallace, Scott <Scott.Wallace@cbsa-asfc.gc.ca>; Nguyen, Nhung <Nhung.Nguyen@cbsa-asfc.gc.ca>
Subject: RE: Draft Learning Design Plan

Good afternoon

My colleague gave me some comments that may have been considered already; otherwise, if you feel they are valuable, you may incorporate.

- Explain **why** racial profiling training is important for BSO's e.g. it may not be viewed as a Human Rights issue or discrimination http://www.ohrc.on.ca/en/under-suspicion-research-and-consultation-report-racial-profiling-ontario/2-why-examine-racial-profiling .

- How does the Government of Canada / CBSA define racial profiling? Here, for example is US CBP's definition https://www.cbp.gov/faqs/what-racial-profiling

- What are the CBSA's explicit expectations regarding racial profiling e.g. it is absolutely not to be done? What does the People Processing Manual say? Maybe for Louis' group to answer?

- Studies show that racial profiling does not work in terms of reducing criminal activity/hits. Should CBSA show some comparisons of us to US CBP re: profiling?

  Similarly, when the U.S. Customs Service reformed their search procedures to eliminate racial, ethnic and gender bias in their search activity while instituting
  stronger supervisor oversight for searches, they were able to conduct 75% fewer searches without reducing the number of successful searches for contraband
  carrying passengers. And, the hit rates were essentially the same for 'Whites', 'Blacks' and 'Hispanics'. This means that by eliminating racial profiling, the
  Customs Service was more efficient and equally likely to catch passengers carrying contraband while reducing the number of innocent people who were
  subjected to the indignity of a search by three-quarters. Source (page 15 of) *http://www.ohrc.on.ca/sites/default/files/attachments/Paying_the_price%3A_The_human_cost_of_racial_profiling.pdf*

- The learning plan includes impacts of racial profiling on individuals and the community but does not appear to include content related to the impact on the CBSA / federal institutions.

A social cost of racial profiling that is closely related to "compromising our future" is the significant mistrust that develops, both in children and adults, of our key institutions. Source (page 22 of)
http://www.ohrc.on.ca/sites/default/files/attachments/Paying_the_price%3A_The_human_cost_of_racial_profiling.pdf

- Maybe referencing a recent, realistic example (although not always limited to law enforcement) will add value
  https://www.thestar.com/news/canada/2018/05/28/for-black-and-indigenous-people-its-part-of-daily-life-the-impact-of-racial-profiling-in-canada.html
  https://toronto.citynews.ca/video/2017/11/27/manitoba-grand-chief-sounds-alarm-on-racial-profiling-in-canadian-retail-stores/

Thanks,
Martine

From:
Sent: December 10, 2018 8:33 AM
To: Senior, Martine <Martine.Senior@cbsa-asfc.gc.ca>
Subject: RE: Draft Learning Design Plan

Hi Martine:
Thanks and no problem - we can make any adjustments needed once you send your comments.
Have a good day,

From: Senior, Martine <Martine.Senior@cbsa-asfc.gc.ca>
Sent: December-07-18 4:05 PM
To:
Cc: Pritchard, Keith <Keith.Pritchard@cbsa-asfc.gc.ca>; Gauthier, Lyne <Lyne.Gauthier@cbsa-asfc.gc.ca>; Charland, Louis <Louis.Charland@cbsa-asfc.gc.ca>
Subject: RE: Draft Learning Design Plan

Apologies; will email you on Monday; I haven't yet finished reading the document but so far, all looks good.

Have a great week-end,
Martine

From:
Sent: December 6, 2018 11:07 AM
To: Charland, Louis <Louis.Charland@cbsa-asfc.gc.ca>
Cc: Pritchard, Keith <Keith.Pritchard@cbsa-asfc.gc.ca>; Gauthier, Lyne <Lyne.Gauthier@cbsa-asfc.gc.ca>; Senior, Martine <Martine.Senior@cbsa-asfc.gc.ca>
Subject: RE: Draft Learning Design Plan

Hi Louis:
Thanks to you and your colleagues for reviewing and providing this clarification. We will add Marine to the audience description.
We've started on the storyboards and are working towards having a draft of the first one to you for the end of next week.
Enjoy the rest of your day,

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From: Charland, Louis <Louis.Charland@cbsa-asfc.gc.ca>
Sent: December-06-18 9:28 AM
To:
Cc: Pritchard, Keith <Keith.Pritchard@cbsa-asfc.gc.ca>; Gauthier, Lyne <Lyne.Gauthier@cbsa-asfc.gc.ca>; Senior, Martine <Martine.Senior@cbsa-asfc.gc.ca>
Subject: FW: Draft Learning Design Plan

Hi

We've reviewed the Learning Design Plan and agree with each given topics and strategies for the course.

Minor correction……..the intended audience should include Marine as well.

Thank you…………….Louis

Louis Charland
A / Senior Program Advisor | Conseiller principal de programmes p.i.
Air Programs Unit | Unité des programmes du mode aérien
Program & Policy Management | Politiques et gestion de programme
Programs Branch | Direction générale des programmes

Canada Border Services Agency | Agence des services frontaliers du Canada
191 Laurier Ave West 15th Floor 15069 | 191 Laurier Ave Ouest, 15ième étage 15069
Ottawa, ON K1A 0L8
Louis.Charland@cbsa-asfc.gc.ca
Telephone | Téléphone 613-954-7217 / Facsimile | Télécopieur 613- 952-2134 / Teletypewriter | Téléimprimeur 1-866-335-3237

Government of Canada | Gouvernement du Canada

From:
Sent: December 3, 2018 10:48 AM
To: Charland, Louis <Louis.Charland@cbsa-asfc.gc.ca>; Senior, Martine <Martine.Senior@cbsa-asfc.gc.ca>
Cc: Gauthier, Lyne <Lyne.Gauthier@cbsa-asfc.gc.ca>
Subject: Draft Learning Design Plan

Hi Louis and Martine:
Hope you had a good weekend. Please find attached the draft Learning Design Plan for your review.
It may be easiest to review the summary of our needs assessment at the back of the document first, followed by the proposed design. Lyne Gauthier has already reviewed it from a learning perspective.
Would it be possible to receive your feedback by the end of this week? To keep within timelines, we are going to get started on the storyboards as you review and can adjust once we receive your comments.
Thanks in advance,

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Taylor, Duane

From: Gauthier, Lyne
Sent: December 13, 2018 08:52 AM
To: Bacon, Jason
Cc: Sasaki, Karen
Subject: Compte-Rendu _ Racial profiling Awareness and Prevention

FYI Nous sommes à jour dans le projet.

Martine a révisé le LDP et soumis ses commentaires Celle-ci nous remettra les premières storyboards lundi plutôt que demain.

Après les avoir révisées, je consulterai Alison pour nous assurer de leur conformité.

Completion date	Activity
Nov 16, 2018	Needs assessment
Nov 23, 2018	Outline of key topics
Nov 30, 2018	Draft Learning Design Plan (LDP)
Dec 7, 2018	Final LDP
January 18, 2019	Draft storyboards
Feb 1, 2019	Final storyboards
March 15, 2019	Translation and online development of French and English

---

From:
Sent: December 12, 2018 1:34 PM


Canada Border Services Agency | Agence des services frontaliers du Canada

Contract Request Summary (CRS)

1. Contact Information

Project Authority: Linne Fournier

Telephone #: 613-954-2046

Branch: **Human Resources**

2. Project Title

Racial profiling Prevention and Awareness Training

3. Statement of Work (SOW) and Evaluation Criteria

Attach the Statement of Work (SOW) and evaluation criteria (**MS Word Format Only**).

4. Employer/Employee Relationship

If this requirement is for services, please complete and return the Employer/Employee Relationship Checklist form (Annex "A").

5. Proposed Period of Contract

a) Requested-start date: 2018-11-30 (yyyy-mm-dd)

b) Duration of Contract (short term - # of months, long term - # of years and any option periods if necessary) :6 months

6. Security Classification

Attach a completed Security Requirements CheckList (SRCL). The SRCL template can be found at: http://www.ciisd.gc.ca/text/forms/word-e.asp.

7. Intellectual Property (IP) (if applicable)

Are the resulting deliverables considered IP and/or subject to copyright? Yes ☐ No ☒ Unknown, request a discussion with contracting officer ☐

I certify that this information is correct

[signature]

Project Authority's Signature

LINNE FOURNIER, DIRECTOR, SWD

Project Authority's Name and Title

Submit the CRS Form and all supporting documents by fax or e-mail to:

Contracting and Assets Division (CAD)
Fax: (613) 946-1896
E-mail: CBSA-ASFC. Contracting-Contrats

Note: for Regional requirements, send documents to your Regional Procurement Office



Canada Border Services Agency | Agence des services frontaliers du Canada

Annex "A"

Employer/Employee Relationship Checklist

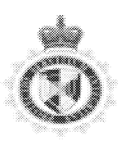
The Employer/Employee checklist is intended to give you an indication of potential employer/employee relationship(s) within your organization. This checklist must be completed and signed by the project authority. The following questions are to be responded by a simple yes or no.
Note: the 'contractor' is defined as the legal entity entered into contract, in other words – the company, not specifically the resources

		YES	NO
1	Is the requirement for specific task(s) as opposed to a day-to-day task(s) which require supervision?	☒	☐
2	Is the Contractor permitted to sub-contract and hire employees without intervention of CBSA?	☒	☐
3	Does the Contractor have sole administrative and disciplinary control over its employees including such matters as holiday pay, rates of pay, deductions for taxes and fringe benefits of workers?	☒	☐
4	During the course of the contract, is the Contractor free of any intervention by CBSA of directing what work is to be done?	☒	☐
5	Is the Contractor required to perform the major portion of the task on his/her own premises and supply his/her own tools and material to do the work?	☒	☐
6	Will the contractor be working off site instead of providing an office cubicle and equipment?	☒	☐
7	Can the Statement of Work (SOW) be described as one which will not renew a contract involving the same individuals?	☒	☐
8	Is payment dependent upon successful completion of the work and by way of a fixed price or at specific milestones?	☒	☐
9	Is the Contractor required to provide progress reports?	☒	☐
10	Has the SOW been developed so that the risk of an employer/employee relationship is mitigated?	☒	☐

1. By indicating "NO" to any of the above questions, the requester must be aware of the potential existence of an employer-employee relationship.
2. By indicating "NO" to two or more of the above questions, there is a high potential for an employer/employee relationship to develop. A re-examination of the SOW and contract clauses may be required to define the tasks in more detail. In such instances, the project authority and contracting authority must be cautious in the assignment of the contract and in the treatment of the contractor's employees once the contract is awarded. Project authorities should not treat contractor personnel as though they are employees.
3. If doubt remains as to whether an employer/employee situation may arise or advice is required as to how to prevent one occurring, Legal Services should be contacted.

[signature]
Project Authority's Signature

LINNE FOURNIER, DIRECTOR, SWD
Project Authority's Name and Title



Agence des services frontaliers du Canada | Canada Border Services Agency

Course Code Request / Demande code de cours

The course code and course information will be created in all our differente databases with the information provided on this t

Important: In order to be consistent in the training material AND in our training catalog, please make sure to provide to the My Learning Team Le information) to this original request before the official launch.

Le code de cours et les informations du cours seront créés dans toutes nos différentes bases de données avec l'information fournies s

Important : Dans le but d'être constant dans le matériel du cours et dans notre catalogue de formation, svp vous assurez de fournir à la chef d'équi changements apportés (information du cours) à cette demande originale avant le lancement officiel.

		English version	*Explanation*	Version française
	Course Title/ Titre du cours	Preventing Racial Profiling at the Front Line	*Do not use a temporary course title. This title will be published in the course catalogue in My Learning, within the Self-Service Portal.*	Prévention du profilage racial à la première ligne
ng	**Target Audience/ Clientèle cible**	Border Services Officers (BSOs) and recruits at land, air, marine and rail locations	*To whom will the course be delivered? Is there a specific group, i.e. Criminal Investigators, Border Services Officers - marine mode, all employees, etc.?*	Les agents des services fronatliers (ASF) et les recrues aux points terrestres, aériens, maritimes et ferroviaires

This is the information that users see in MyLearnir

Course Description/ Description du cours	This training is intended to raise awareness and equip BSOs with the knowledge and skills required to provide conscientious and equitable service to the public. After completing this training, participants will be able to explain a BSO's obligations to demonstrate non-discriminatory behaviour in all aspects of duties.	*Provide an overview of the training and the objectives of the course. Indicate whether this course is core or enhanced training for a specific functional group (ex.: FI, CS, managers, all employees, etc.) and as directed by whom (ex.: Treasury Board Secretariat)? Is there a Train-the-trainer or End-User course associated with this course? Does this course replace a previous CBSA course?*	Cette formation vise à sensibiliser les ASF, et à leur fournir les connaissances et compétences requises pour offrir un service consciencieux et équitable à la population. Après avoir complété cette formation, les participants seront capables d'expliquer les obligations des ASF à démontrer un comportement non-discriminatoire dans tous les aspects de leurs fonctions.
Course Content/ Contenu du cours	This training cover the following topics: Racial profiling - its context, scope and impacts, Non-Discriminatory Treatment: The Role of BSOs, Providing bias-neutral service	*Describe the topics or name the sections of the training.*	La formation comprend les sujets suivants : Profilage racial - son contexte, sa portée et ses impacts, Traitement non-discriminatoire : le rôle des ASF, Offre de service neutre et impartial
Course Duration / Durée du cours	60 minutes	*Specify the duration in DAYS or HOURS AND DAYS EXAMPLE: 3 days or 22.5 hours on 3 days*	60 minutes
Delivery Method / Mode de livraison	Online training	*Delivery Methods Available: Online Training (provide a link for the course) OR Classroom Training (delivered by whom, i.e. HR advisors)?*	Cours en ligne
		PILOT DATE: *Specify session dates if classroom or the*	

This is background information for the MyLearning team

Pilot Phase/ Phase pilote	None	*specific period if online.* *Note:* ***Classroom pilot ;*** *Participant's name must be provided to the My Learning Team Lead in order to update employee's learning history.* ***Online pilot;*** *Please follow the pilot courses process in the SOP.*	Aucune
Availability/ Disponibilité	Fin mars 2019	*Official launch*	Fin mars 2019
Course Language/ Langue du cours	In both official languages	*All national courses must be available in both official languages when ready to deliver.* *Specify if the course will be available to deliver in both languages*	Dans les deux langues officielles
Prerequisites/ Préalable Specify the course code and course title if apply / Spécifier le code de cours et le titre du cours si applicable	Diversity and Race Relations H1000-P (online)	*Hard Prerequisite : Must be a course code (specific training). The system won't let employees be booked on course if they do not have the prerequisite in their training history. EX: S7061-N* *OR* *Soft Prerequisite: Not a specific course, EX: 2 years' experience as BSO and valid driver's license*	Diversité et relations interraciales H1000-P (en ligne)
Owner #1 (TDD) / Propriétaire #1 (DFP)	**Directorate: Training and Development Directorate** **Unit: Officer Induction and Enforcement Training** **Manager's Name: Jason Bacon**		
Owner #2 (Program Area and/or Client) / Propriétaire #2 (Direction des programmes et/ou le	**Directorate: Strategic Workforce Management** **Unit: Diversity, Inclusion and Official Languages** **Director's Name: Linne Fournier**		

client)	Director's Name: Linne Fournier		
NOTES / NOTES :		*Specify any supplementary requests, special needs or notes that you have regarding the course code request.* *Ex: The pilot course will be in English only, but will be available in both languages when delivered in Dec 2012)*	

emplate.
ad all changes made (course

sur ce gabarit.
ne de Mon apprentissage tout

Explication
Le code de cours est créé avec les informations fournies sur ce gabarit. Ne pas utiliser de titre de cours temporaire. Ce titre sera publier dans le catalogue de formation dans Mon apprentissage à travers le portail libre-service.
À qui le cours le cours sera dispensé? Est-ce qu'il y a un groupe spécifique, c'est-à-dire, Enquêteurs criminels, Agents des services frontaliers- marine, tous les employés, ect.?

Fournir un aperçu de la foramtion et les objectifs du cours. Indiquer si le cours est mandatoire pour un goup spécifique (Ex: Fi, CS, gestionnaires, tous les employés, etc.) et demander par qui (Ex: Secrétariat du Conseil du trésor)? Est-ce qu'il y a un cours pour les formations des formateurs ou utilisateurs associé à ce cours? Est-ce que ce cours remplace un cours de l'ASFC existant?
Décrire les sujets ou le nom des modules de la formation
Spécifier la durée en JOURS ou HEURES ET JOURS. EXEMPLE: 3 jours ou 22.5 heures sur 3 jours.
Méthode de livraison disponible: Cours en ligne (fournir le lien du cours) OU Formation en salle de classe (dispensé par qui c'est-à-dire, Conseillers en RH)?
DATE DU PILOTE: *Spécifier les dates de sessions si en classe ou la période spécifique si en*

ligne. *Note:* ***Pilot en classe :*** *Le nom des participants doivent être fournis au chef d'équipe de Mon apprentissage dans le but de mettre à jour l'historique d'apprentissage de l'employé.* ***Pilot en ligne :*** *Svp suivre le processus des cours pilotes dans le SOP.*
Lancement officiel
Tous les cours nationaux doivent être disponible dans les deux langues lorsqu'il est prêt à être dispensé. Spécifier si le cours va être dispensé dans les deux langues.
Préalable obligatoire: *Doit être un code de cours (formation spécifique). Le système ne laissera pas les employés s'inscrire sur le cours si leur historique d'apprentissage inclut pas ce cours. EX: S7061-N* *OU* *Préalable non-obligatoire:* *Pas un cours spécifique, EX: 2 années d'expérience en tant que ASF et un permis valide.*

Spécifiez toute demande supplémentaire, besoins spéciaux ou notes que vous avez concernant cette demande de code de cours. Ex: Le cours pilote sera en anglais seulement mais il sera disponible dans les deux langues lorsqu'il sera dispensé en décembre 2012.

Taylor, Duane

From: Sasaki, Karen
Sent: May 30, 2019 02:35 PM
To: Wallace, Scott
Cc: Gauthier, Lyne
Subject: for our call

Hi Scott,

We will need some input (after the highlighted section) from your team for a document we are preparing on the course. More details on the call.

> GM's design and development of the course was informed by best practices, research and case law from the several key resources (cited at the end of this document), including *Racially-Based Policing*, an elearning course developed by the Toronto Police Service.
>
> The content of the course was reviewed and approved by two CBSA offices of primary interest, Diversity and Inclusion and Travellers program. Travellers reviewed the material to ensure all content, including case studies, scenarios, and activities was in line with CBSA traveller policies and procedures.
>
> Diversity and Inclusion...

Taylor, Duane

From: Stewart, Kimberly
Sent: May 2, 2019 12:32 PM
To: Bacon, Jason; McCambley, Vickie
Cc: Charron, Josee
Subject: CPSD Call - Racial Profiling

Here's a summary of the CPSD agenda item on Racial Profiling

- Traveller Ops (Stephen Baxter)., Air Programs (Louis Charland, policy) and Steve spoke
- Traveller Ops will be sending out an official tasking to the regions with details about the course and its mandatory status for frontline officers
- Deadline to complete the course is October 31st 2019. Traveller Ops will send out periodic reminders
- Regions will be responsible for tracking progress of their employees – Steve recommended that regional training coordinators or manager's of employees pull that data from CAS
- Training is mandatory for BSOs, recommended for Sups and Chiefs

Also, I plan to pull the learning evaluation data for this course as it is:

- A new course
- Mandatory for a large number of employees
- A high profile topic

Josée, I've copied you so you're aware of the tracking progress part in case you get questions from training coordinators, through ML etc. You may want to flag this item to the training coordinators, as they most likely will be asked to pull the completion rates.

Thanks,
Kim

Kimberly Stewart
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Spécialiste principale en apprentissage, Unité de la gestion du portefeuille du client, Direction générale des ressources humaines
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Taylor, Duane

From: Kozak, Sandy
Sent: September 4, 2018 04:07 PM
To: Fournier, Linne; Parfitt, Kirsten
Cc: Pratt, Jason; Foran, Sherri-Lynn; Bisson, Sonya
Subject: Update request from the CHRC

Importance: High

Good afternoon,

I have received a request from legal counsel for the Canadian Human Rights Commission regarding the implementation of the public interest remedies in this matter.

Seven months ago, we were able to demonstrate to the CHRC that we had completed the following:

- Paid the financial compensation as directed by the Tribunal.
- Made necessary amendments to the CBSA Code of Conduct
- Created a directive prohibiting all forms of race-based discrimination under the CHRA, including racial profiling – This can be found in the People Processing Manual.

At that time, we also advised the CHRC that the CBSA had retained independent consultants with appropriate expertise as required. Unfortunately, as we all know, this did not materialize as expected.

Given, it has been nearly seven months since our last update with the CHRC, over 18 months since the decision of the Federal Court and nearly 3 and half years since the Tribunal's decision was released to the parties, the CHRC is requesting the following:

> **In the circumstances, can you please either (i) provide confirmation that the training measures required by the Tribunal's Ruling have been completed, or (ii) provide an update on what has been completed so far, together with information about when any remaining steps will be completed?**

This response is to be submitted to legal counsel at the CHRC by the end of this week, if possible. We will require an in depth response as to why we have not been able to fulfill our obligations to date and be able to provide a timeline for completion.

Please provide me with information by **noon on Friday September 7th**, which can be provided to the CHRC in order to provide an appropriate response on the status of the implementation of these remedies.

If you have any questions do not hesitate to contact me. Given I am frequently out of the office, please email or call me on my BlackBerry at

Sincerely,
Sandy

Sandy Kozak

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Sandy.Kozak@cbsa-asfc.gc.ca

Taylor, Duane

From: Charland, Louis
Sent: August 1, 2017 09:02 AM
To: McAleese, Morag; Kozak, Sandy; Pratt, Jason; Serpa, Arminda
Cc: Pritchard, Keith; Charland, Louis
Subject: Remedies
Attachments: PT1CH4 PPM(draft August 1st).doc

Good morning everyone,

We are ready for preliminary consultation within CBSA with the revised attached and thought best to share with you before doing this. Your comments are appreciated.

Thank you,

Louis Charland
Senior Program Officer | Agent principal de programme
Air Programs Unit | Unité des programmes du mode aérien
Program & Policy Management | Politiques et gestion de programme
Programs Branch | Direction générale des programmes
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Government of Canada | Gouvernement du Canada

Online Development Best Practices

- When creating storyboards for online courses, any instructions to GTs (text that is not to appear on screen in the course) are to be highlighted in yellow.

- Discussion on the use of which voice to use in training products and courses. Most agreed that it is more engaging, less wordy and it implicates the participant more to use the second person voice:
  - "In this course you will be able to…"
  - "While conducting roving, you should be aware of…"
  - Depending on the context of the sentence, try to avoid using the third person: "When doing a GCMS search the BSO should…"

  Do not embedding links to legislation, policies, SOPs etc. in the content of online courses, instead use the Before You Begin to provide a list of "what you need for this course" that includes webpages and documents they need to open to assist their learning.

- Do not include org charts or visual representations of org structures in training products.

- With the exception of polices, enforcement manual, ENF manual, SOPs etc. do not include any information that a learner can find and read on Atlas in a training product.

- For online products, QA needs to be completed by the reviewer BEFORE storyboards are sent to LT!

Use of Narration in Training

Best practices:

- Eliminate redundancy
- We are the training experts, it's our responsibility to effectively explain to clients/OPIs, with the support of management if necessary, the role of narration in training products and its effective use to enhance learning. Often times clients want narration for no other reason than the sake of having narration with no design concepts/expertise to reinforce the need
- Do not use narration to voice the full text on screen
- Narration allows for variety, balance
- LT to use the auto-voice generator when developing the draft, recording of narration should be at the end of the process once content is completely finalized
- Option to use the auto-voice generator for short narration pieces
- Do not use music and narration at the same time or necessary then lower the volume of the background music during the spoken parts
- Be mindful of how the English narration will translate into French!
- Keep narration in short manageable segments
- Use simple and plain language
- Have more control and can provide more guidance when recorded in-house

Good Examples of When to Use Narration:

- To explain graphs/charts
- Testimonials, personal stories
- Intro or support for complex concepts
- Use audio files in activities/assessments (listen and then answer questions)
- Image/form on screen and use narration to explain, give instructions or guidance
- Storytelling to add context, relevance or highlight "things to consider"
- Key points on screen (minimal text), narration used as the explanation
- As a summary/highlight/example after a complex concept

Taylor, Duane

From:
Sent: November 26, 2018 03:45 PM
To: Gauthier, Lyne
Subject: Draft learning design plan
Attachments: RPP - Learning Design Plan_draft-26nov18.docx

Hi Lyne:

Please find attached the draft learning design plan for your review.

A few notes/questions for you as you go through it:

- There are a broad range of interactions or learning strategies that we can incorporate once you've approved the content outline, and confirmed what would best align with your other courses.
- What kind of items would we include under "Content Reference" for this course?
- Do you want the SCORM package to reside on your LMS?
- Is there a requirement for responsive design? (compatible with mobile devices including smartphones and tablets; accessed via intranet/web)
- Can you confirm that we will be adding narration?
- Do you want to let users navigate freely / restrict progression (lock out next screens/modules until previous has been done)?
- We understand that it will not be a pass-fail course, but if SCORM, do you want to require a minimum # of screens viewed?

Thanks in advance and looking forward to receiving your feedback.

www.graybridgemalkam.com
@gmdiversity

Taylor, Duane

From: Pye, Cynthia
Sent: May 2, 2018 11:41 AM
To: Durocher, Steven
Cc: Kelly, Mary Ellen
Subject:

Importance: High

Just an FYI that Keren has asked Marie-Eve and I to attend a meeting (along with Linne Fournier and Nicole Elmy and Loretta Landmesser from the Indigenous Sec.) on May 9th regarding the CBSA requirement to provide training on racial profiling as part of the

It looks like Linne has been trying to secure a contract with Greybridge Malcolm (same firm that developed our Diversity and Race Relations Training Initially) and we are to review the SOW. There is also some recommendation that we engage a community elder from Akwesasne in the interim to "seek guidance". This approach may sound quiet simple but there is much to consider, in my opinion, given that there are completing community views and government structures in the community.

More to come….

Below is the text that Keren included in the meeting invite:

- v. CBSA (Canadian Human Rights Complaint on discrimination) – **Federal Court Decision = Training on anti-racial profiling**
- Court orders that CBSA must provide «Online Training course – to be developed & delivered by Graybridge Malcolm by March 2018»
- Requirement to meet Court Requirements: Establish a sole source contract (under 25K) with Graybridge Malcolm to develop and deliver training
- Content of SOW for sole source is 75% complete by Linne's team but now needs to be reviewed by TDD to ensure it is adequate. Linne believes that this should fall under TDD purview.
- Context on what happened on sole source contract: money was queued with procurement last FY (long queue and lack of resources in procurement bumped us to this FY).
- Recently: we have advised Recourse that we had not and would not meet the March 2018 deadline due to procurement backlog and they were unimpressed
- Linne has been working with Sherri-Lynn Foran in recourse to establish interim measures (while we get the sole source in place) to respond to Justice/CHRA and to show CBSA's good faith with regards to the court decision. One of the ideas was to work directly with an elder from the community where issue arose to seek guidance on required training – Justice would understand that this also requires a bit more time to get it right

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Excerpt of Part B. Remedies sought by the Commission of the document entitled CHRT Decision.

I will therefore adopt all of the Commission's recommendations and, in that respect, I therefore order, under paragraph 53(2)(a) of the Act, that the Respondent adopt the following measures in consultation with the Commission, whose recommendations are as follows:

(a) take steps to ensure that its current Code of Conduct contains a specific statement to the effect that the CHRA prohibits Border Service Officers (BSOs) from discriminating on the basis of prohibited grounds when processing travelers seeking admission to Canada;
While there is no specific reference about the CHRA prohibiting discrimination by BSOs, the current version of the Code of Conduct does reference discrimination in relation to providing service to the public. A specific reference can easily be added. The impact would be minimal but changes have to be made in the Atlas information and online training on the Code.

(b) (b) provide BSOs working at the Cornwall border crossing with training material regarding the range of different perspectives within the Akwesasne community, and within the CBSA itself, regarding the Warrior Society, and/or others in the Akwesasne community who may be recognized as Keepers of the Peace;
There is no reference to the Mohawk worriers in the Akwesasne Awareness online training developed in partnership with the Mohawk Council of Akwesasne. We did recommend that the topic be covered but the MCA was hesitant to include it in online training materials as it seemed to represent different means to different groups in the community of Akwesasne. Some of the cultural presenters have mentioned it in their presentations in the 2 day classroom portion of the cultural training provided to our officers in Cornwall but it was not adequately covered, in my opinion. We would recommend that TDD work with their counterpart at the MCA to ensure that the content on the Warrior Society be beefed up at the next session and that a Job Aid be developed on the topic and distributed by the Aboriginal Liaison Officer to current officers in Cornwall. This would require consultation with the MCA but we already have an existing agreement with them related to cultural training.

(c) develop and implement a policy or directive that specifically prohibits all forms of race-based discrimination under the CHRA, including racial profiling;
Not the responsibility of TDD

(d) (d) prepare training, separate from the existing on-line Diversity and Race Relations module, that includes discussions of the new policy or directive on race-based discrimination, as well as current case law concerning the phenomenon of racial profiling;
TDD would need to analyse the policy, once developed, to determine the impact on existing training and determine what new training is required. This may require updating or enhancing existing OITP training and other "specialized" training.

(e) retain independent consultants with appropriate expertise with respect to the above noted matters to assist in the preparation of the required materials, policies or directives; and

There may have been something similar done in the past by the employment equity group but we are not aware of any report. In regard to TDD and the development of training concerning this topic, the use of independent consultants with this expertise can be minimized to a review function if the training is developed based on an Agency policy or directive that would likely have already been developed involving these consultants.

(f) ensure that within a reasonable period of time, (i) all BSOs have been provided with the training mentioned above, (ii) adequate measures have been put into place to ensure the training is provided to new recruits, and is refreshed periodically as appropriate, and (iii) the CBSA provides confirmation to and the Commission that these steps have been completed.

A training solution is required that will reach all existing BSOs, incorporates the content into OITP and has a maintenance schedule. Further analysis will need to be conducted to determine the resources required once it is known if the Agency will accept the current recommendations.

[289] Additionally, and more specifically considering the facts in this case, I find that another recommendation should be applied by the Respondent, in consultation with the Commission, in particular that no operation of the same type as or similar to that which was conducted on November 18, 2005, shall be conducted without the direct participation of the Akwesasne Mohawk Police Service or any other Aboriginal police force elsewhere in the country.

[290] In fact, it seems essential to me that members of Aboriginal police forces be present with the Respondent's officers in any operation like the one in this case in order to preserve the distinct character of the Aboriginal peoples.

[291] In that manner, Aboriginal people subject to similar search operations at border crossings should be reassured that their culture, identity and security as Aboriginal people will be better preserved and protected in the future. I issue this recommendation considering that the current agreement with the Akwesasne Mohawk Police Service permits their intervention only on arrest and detention and following a request by the Respondent's officers. (See Exhibit C-6.)

[292] Finally, and considering the recommendations previously issued, the Tribunal will retain jurisdiction in this case for an additional period of six months until the parties have confirmed that all of the above-mentioned orders have been duly applied.

Taylor, Duane

From: Gauthier, Lyne
Sent: March 25, 2019 09:38 AM
To: Griffiths, Karen
Subject: Feedback OPIs
Attachments: Revisions_Module 1_FR.docx; Revisions_Module 1_EN.docx; Module 3_FR revisions.docx; Module 2_FR revisions.docx

Hi karen,

Here are the comments received from the OPIs for your reference (copy-paste). I'll come to see you and provide you a list of the changes we actually are going to make.

So far, I've reviewed module 1. The 2 others are to follow....

Thanks,

Lyne

[Not Protected]

Table of Contents

The course structure/Table of Contents will expand as you build your course. If it does not, consult with a Multimedia Specialist.

Contents

Prévention du profialge racial en première ligne

Section Title	Prévention du profilage racial en première ligne
Content (below)	**Content type:** Graphic
Prévention du profilage racial en première ligne Une approche équitable basée sur des données probantes Développé par la Direction de la formation et du perfectionnement en collaboration avec Graybridge Malkam	
Visuals	**Alt Text for visuals**
Adobe Stock ID # https://stock.adobe.com/ca/images/smiling-face-group-happy-creative-team-group-of-multiethnic-people-expressing-positive-emotions-and-smiles/210177579?prev_url=detail Adobe Stock #210177579	N/A opening screen
Interactivity	
Transcript Text	

Avant de commencer

Section Title	Introduction		
Content (below)		**Content type:**	Graphic

En tant qu'agent des services frontaliers (ASF), servir les gens avec respect, dignité et équité joue un rôle fondamental dans nos relations avec la population canadienne. Un aspect important de votre rôle consiste à servir tous les voyageurs de façon non discriminatoire. Ce cours vous permettra de développer vos connaissances et compétences afin de vous permettre d'atteindre ces objectifs dans votre rôle.

Public cible :

Les agents des services frontaliers (ASF) et les ASF stagiaires aux points terrestres, aériens, maritimes et ferroviaires.

Visuals	Alt Text for visuals
CBSA image – e.g. BSO serving racialized or Indigenous person	N/A background

Interactivity

Accordion

Transcript Text

000372

[Not Protected]

Section Title	Objectifs d'apprentissage		
Content (below)		Content type:	Graphic
Après avoir complété ce cours, vous serez en mesure de: •Décrire ce qu'est le profilage racial – son contexte, sa portée et ses impacts •Expliquer les obligations des ASF à démontrer un comportement non-discriminatoire dans tous les aspects de leurs fonctions, incluant les bénéfices possibles •Établir une distinction entre une approche appropriée et une approche discriminatoire lors du service à la population •Appliquer des stratégies afin d'appuyer la mise en application consciencieuse, uniforme et équitable des politiques et des procédures de l'Agence. Durée : Ce cours comprend trois modules et prendra environ 60 minutes à compléter.			
Visuals		Alt Text for visuals	
		N/A background	

[Not Protected]

Interactivity
Accordion
Transcript Text

Section Title	Comment naviguer dans ce cours		
Content (below)		**Content type:**	Graphic

Principales caractéristiques

Évaluation :

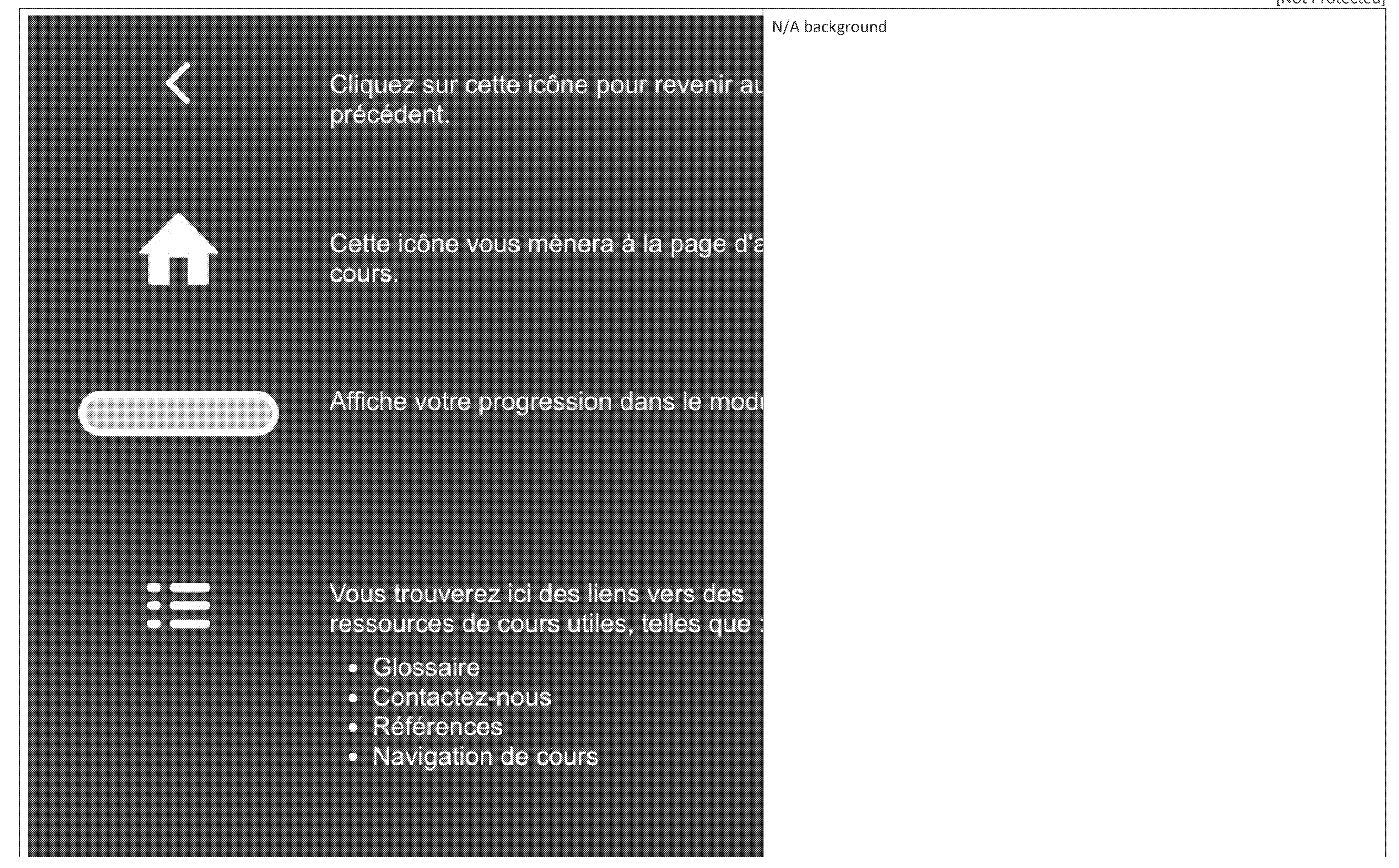
À la fin de chaque module, vous trouverez un bref questionnaire pour récapituler les points clés. Le cours se termine par un scénario vous permettant d'appliquer ce que vous avez appris à des activités typiques en milieu de travail.

La note de passage pour chaque questionnaire est de 80%.

Pour pouvoir confirmer votre participation à la fin de ce cours, vous devez avoir complété à 100%. Pour ce faire, vous devez visualiser tout le contenu du cours et obtenir une note de passage pour tous les quiz et tests.

Visuals	Alt Text for visuals

[Not Protected]



N/A background

Interactivity
Transcript Text

[Not Protected]

Section Title	Ressources utiles		
Content (below)		Content type:	Graphic

Afin de profiter pleinement de ce cours, veuillez réviser les éléments suivants avant de débuter.

- La directive sur le traitement non-discriminatoire disponible dans Atlas
- Le cours Diversité et relations interraciales dans *Mon apprentissage*

Visuals	Alt Text for visuals
N/A	N/A background

Interactivity
Accordion

Transcript Text

Table of Contents

The course structure/Table of Contents will expand as you build your course. If it does not, consult with a Multimedia Specialist.

Contents

Module 1 – Compréhension des concepts

Section Title	Introduction		
Content (below)		**Content type:**	Graphic

Module 1 – Compréhension des concepts

Il s'agit du premier d'une série de trois modules composant ce cours.

Commençons par comprendre les principes de bases.

Visuals	Alt Text for visuals
Adobe Stock ID # - AdobeStock_129852160_Preview.jpeg	Groupe de personnes souriantes d'origines raciales diverses.

Interactivity

Transcript Text

Section Title	Objectifs d'apprentissage		
Content (below)		Content type:	Graphic
Dans ce module, vous en apprendrez davantage sur : La race, le racisme et la discrimination raciale Le profilage racial et ses répercussions			
Visuals		Alt Text for visuals	
		Apprenants dans une salle de classe.	
Interactivity			

Transcript Text

Section Title	Qu'est-ce qu'une race?		
Content (below)		Content type:	Expose

Dans le cadre de notre travail en tant que ASF, nous servons des voyageurs d'origines différentes. Ce faisant, nous nous engageons à fournir un service consciencieux et équitable à chaque personne, quels que soient ses traits et particularités, y compris sa race. Tout d'abord, vous êtes-vous déjà interrogé sur la réelle signification du terme « race »?

[référence : 3, 17]

Sélectionnez chaque énoncé pour en apprendre davantage sur le terme « race ».

1. Les scientifiques peuvent déterminer la race d'une personne en examinant son ADN. Vrai ou faux?Faux
Back : Faux. Il n'y a pas de gène de « race ». Génétiquement, les humains sont identiques à 99,9 %. De cette variation minime, 85 % se produit au sein de soi-disant « races » – comme les Polonais ou les Hmong – plutôt qu'entre elles. Deux Coréens peuvent être tout aussi génétiquement différents qu'un Coréen et un Italien.

2. La notion de race est une idée moderne. Vrai ou faux?
Vrai : Dans les sociétés anciennes, la religion, le statut, la classe sociale ou même les distinctions linguistiques étaient plus importants que l'apparence physique. La notion de race est apparue à l'époque de l'impérialisme européen au 17e siècle. La réussite de ces entreprises était fondée sur l'idéologie de supériorité des personnes à la peau blanche pour justifier l'esclavage et la dépossession des personnes non blanches et des peuples autochtones.

3. La notion de race ne fait référence qu'à la couleur de la peau. Vrai ou faux?
Faux : La notion de race sert souvent à désigner un groupe de personnes qui ont certains traits physiques visibles en commun, comme la couleur de la peau ou la texture des cheveux. Compte tenu de son objectif en tant qu'outil visant à marginaliser les gens, on l'a toutefois utilisée de diverses façons dans différentes régions du monde tout au long de l'histoire. La notion de race a servi à désigner des groupes linguistiques (la « race arabe »), des groupes religieux (la « race juive ») et même des groupes politiques, nationaux ou ethniques ayant quelques caractéristiques qui les distinguent de leurs voisins (la « race irlandaise »).

4. La couleur de la peau d'une personne permet de prédire son identité culturelle ou personnelle. Vrai ou faux?
Faux : La plupart des traits sont déterminés par différents gènes, de sorte qu'ils sont transmis indépendamment. Les traits physiques ne nous apprennent rien au sujet des comportements, des préférences ou des capacités d'une personne.
5. La race n'est pas biologique; par conséquent, nous devrions y être « aveugles ». Vrai ou faux?

Faux : Il est vrai que les notions biologiques de race ont été discréditées. Cependant, il est essentiel de reconnaître l'importance de la race sur les expériences vécues par une personne dans la société. Les significations sociales liées aux différences physiques peuvent faire en sorte qu'une personne soit victime de traitements injustes ou différentiels.	
Visuals	**Alt Text for visuals**
Flip card	
Interactivity	
Transcript Text	

Section Title	Qu'est-ce que la racialisation?	
Content (below)	**Content type:**	Infographic

La « racialisation » est le processus par lequel des personnes en viennent à être désignées comme faisant partie d'une « race » particulière. Une personne est racialisée en fonction de ses caractéristiques physiques ou d'autres signes particuliers. Des croyances profondément enracinées dans la société ont fait en sorte que des stéréotypes négatifs sont associés à ces caractéristiques, ce qui a entraîné des inconvénients pour les personnes ayant ces traits.

Le racisme est une réalité historique et courante pour les peuples autochtones du Canada; les peuples autochtones sont également racialisés. Cependant, en raison de leurs expériences politiques et historiques uniques, ils ne sont pas désignés comme étant des « communautés racialisées ». À titre de communautés distinctes et séparées, on peut les désigner en tant que « Premières Nations », « Métis », « Inuits » ou « peuples autochtones », selon la communauté particulière visée.

Sélectionnez chaque icône pour en savoir plus sur les caractéristiques qui rendent une personne au traitement différentiel :
– Couleur de la peau (p. ex. les noirs et les personnes au teint basané)
– Accent ou façon de parler (p. ex. un accent non canadien)
– Nom (p. ex. un nom arabe)

– Habillement et apparence (p. ex. port d'une barbe, d'un hidjab, d'un chandail à capuchon, de tresses rastas)
– Préférences en matière de loisirs (p. ex. écoute de musique rap, voyages dans les Caraïbes)
– Pays d'origine (p. ex. né dans un pays ayant des activités terroristes soupçonnées)
– Citoyenneté (p. ex. être immigrant ou nouvel arrivant)
– Associations avec d'autres personnes (p. ex. avoir un époux ou une épouse qui est une personne racialisée)

Remarque terminologique –
Lorsqu'il est nécessaire de décrire les gens collectivement, il est actuellement recommandé d'utiliser les termes « personne racialisée » ou « groupe racialisé ». Ces termes sont largement préférables à ceux de « minorité raciale », « minorité visible », « personne de couleur » ou « non-blanc », car ils expriment la race comme un montage social plutôt que comme une description fondée sur des caractéristiques biologiques perçues.

[Références : 16]

Visuals	Alt Text for visuals
https://stock.adobe.com/ca/images/vector-avatar-profile-icon-set-set-of-people-icons/76340190?prev_url=detail	Série d'avatars illustrant des personnes d'origines raciales diverses.

Interactivity
Pop-Up

Transcript Text

Section Title	Qu'est-ce que le racisme?		
Content (below)		Content type:	Graphic

Comme nous avons pu le constater, la notion de race, définie par la société, est une façon de juger, de catégoriser et de créer des différences entre les gens. Malgré le fait qu'il n'existe aucune race biologique, la notion de race constitue une force puissante entraînant de réelles conséquences pour les gens.

Deux conséquences importantes dont il faut être conscient sont le racisme et la discrimination raciale.

Vérifions vos connaissances

Le racisme au quotidien peut être subtil, mais son effet cumulatif peut être considérable – il peut être vécu comme suit :

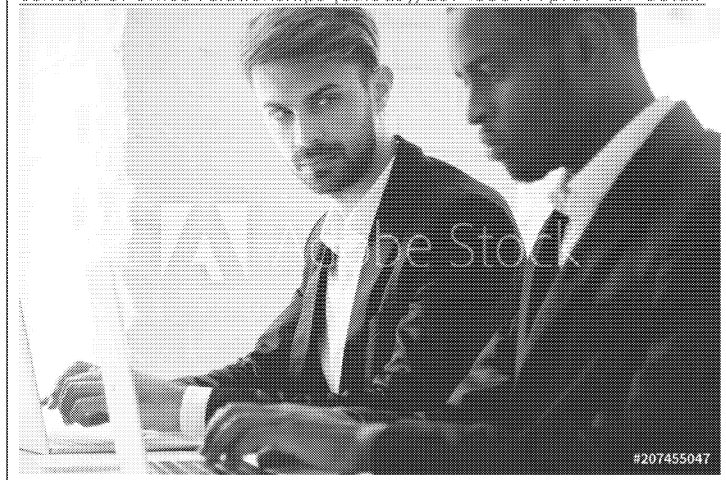
Sélectionnez toutes les réponses qui s'appliquent.

Paroles : Paroles : un vendeur qui utilise un ton de voix hostile ou sarcastique au moment de traiter des clients afro-canadien.
Regards : un employé qui jette un air désapprobateur à un collègue de travail qui porte un costume traditionnel au bureau.
Gestes : un passager libérant le siège adjacent lorsqu'un Canadien d'origine chinoise prend place dans le train.

Rétroaction : Racisme
Le racisme peut être vécu par les paroles, les regards et les gestes. Il est :
•Une croyance selon laquelle un groupe est supérieur à d'autres.
•Un vaste phénomène – les incidents ne peuvent pas tous être traités conformément à la législation relative aux droits de la personne.
•Tellement profondément enraciné dans les attitudes, les valeurs et les croyances stéréotypées de la société que, souvent, les personnes ne réalisent même pas qu'il se produit à plusieurs niveaux : individuel, systémique et sociétal.

[Références : 11, 13]

Visuals	Alt Text for visuals

https://stock.adobe.com/ca/images/suspicious-cunning-male-caucasian-worker-looking-at-serious-working-african-american-colleague-feeling-mad-and-sneaky-distrusting-having-doubts-planning-concept-of-office-relationships-jealousy/207455047?prev_url=detail 	Homme blanc dans un bureau lançant un regard suspicieux à un collègue de travail noir.
Interactivity	
Quiz Question	
Transcript Text	

Section Title	Qu'est-ce que la discrimination raciale?		
Content (below)		Content type:	Graphic

Une des formes explicites de la discrimination raciale est le harcèlement racial – par exemple des commentaires, des blagues, des injures, ou l'affichage de photos ou la manifestation de comportements insultants ou offensants en fonction de la race d'une personne. La discrimination raciale peut également prendre des formes plus subtiles et moins perceptibles.

Sélectionnez toutes les réponses qui s'appliquent.
Emploi :
•Ne pas embaucher, former ou mentorer une personne racialisée ou lui offrir de l'avancement.
•Soumettre une personne autochtone à une surveillance indue de son rendement ou à des conséquences plus graves pour une erreur courante.

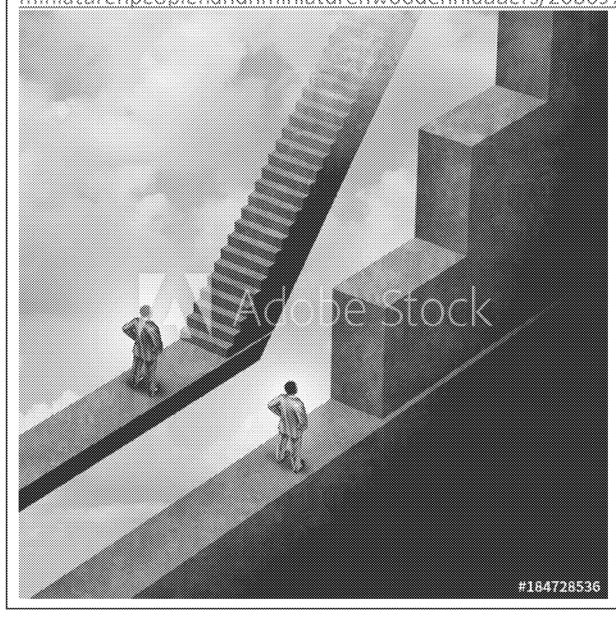
Logement :
•Refuser la candidature d'une personne autochtone en tant que locataire.
•Ne pas accorder à une personne racialisée l'égalité d'accès aux travaux d'entretien et de réparation de sa propriété.

Services :
•Questionner un voyageur racialisé de façon plus intensive à la frontière.
•Traiter un voyageur autochtone en manquant de professionnalisme, par exemple, en éparpillant le contenu de son bagage pendant une fouille.

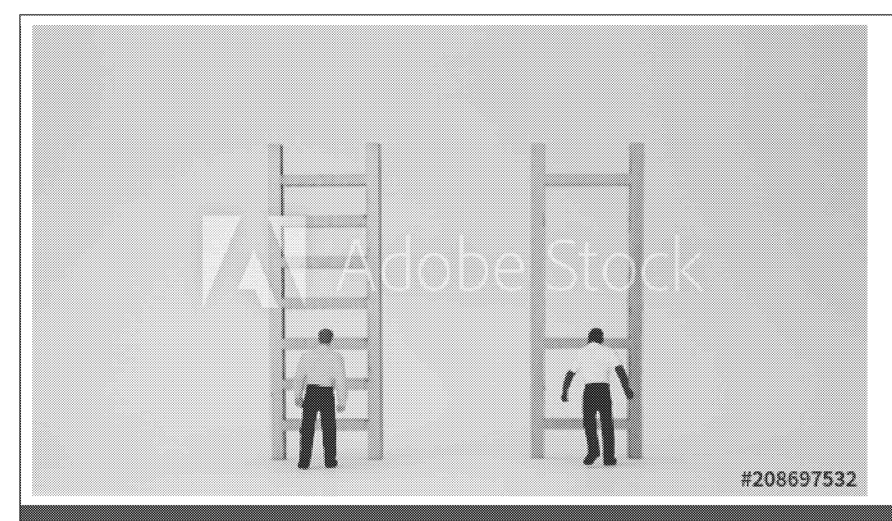
Rétroaction : Discrimination raciale
C'est une expression illégale du racisme qui est traitée dans le cadre de la Loi canadienne sur les droits de la personne (LCDP) :
•Elle comprend tout acte ou toute décision qui a pour effet qu'une personne ou un groupe sera traité de manière négative à cause de sa race.
•La LCDP protège les personnes au Canada à cet égard lorsque celles-ci sont employées ou reçoivent des services du gouvernement fédéral.
•Souvent, il suffit que la notion de race ne soit qu'un des facteurs dans une situation pour que la discrimination se soit produite – d'autres facteurs qui indiquent également la discrimination raciale comprennent la couleur, l'origine nationale ou ethnique et la religion.
•Le profilage racial est une des formes que la discrimination peut prendre.

[Références : 11, 13]

Visuals	Alt Text for visuals

Options (choose 1): https://stock.adobe.com/ca/images/racial-discrimination/184728536?prev_url=detail https://stock.adobe.com/ca/images/racistnconceptsninnemploymentnandnpromotion-miniaturenpeoplenandnminiaturenwoodennladders/208697532?prev_url=detail  	Homme blanc se tenant debout devant un escalier normal, à côté d'un homme noir devant un escalier plus abrupt.

[Non protégé]



Interactivity	
Quiz QuestionQuiz Question	
Transcript Text	

Section Title	Quel est le lien entre la race et le privilège?		
Content (below)		**Content type:**	Hotgraphic

Le racisme est ancré dans bon nombre de systèmes et d'institutions dans la société. Au fil du temps, cela a fait en sorte que les membres du groupe dominant disposent de possibilités et d'avantages inhérents qui ne sont pas offerts aux personnes racialisées ou autochtones : ces avantages sont communément appelés privilèges. Bon nombre de personnes ne s'en rendent pas compte. Les énoncés suivants aident à comprendre comment les expériences peuvent différer en fonction des privilèges.
Sélectionnez chaque personne pour en apprendre davantage.

1) Je suis plus susceptible de voir des représentations positives de personnes comme moi dans les bulletins de nouvelles, les émissions de télévision et dans les films.
2) Je peux voyager avec mon conjoint qui est racialisé, et je ne m'attends pas à être questionnée au sujet de notre relation au moment de traverser la frontière.
3) Quand j'utilise des chèques et des cartes de crédit, mon teint de peau ne nuira pas à la confiance qu'ont les gens envers ma cote de solvabilité ou ma responsabilité financière.
4) Si je commets une erreur ou démontre une faiblesse personnelle, il est peu probable que cela soit utilisé pour, plus tard, priver de possibilités ou de compassion les gens qui partagent mon identité raciale ou autochtone.

[Références : 5, 18]

Visuals	Alt Text for visuals
https://stock.adobe.com/ca/images/serious-family-standign-straight/63920095	Groupe de quatre personnes blanches ayant une expression faciale neutre.

Interactivity
Hot Graphic

Transcript Text

Section Title	Qu'est-ce que le profilage racial?
Content (below)	Content type:

Le profilage racial est une mesure :
•prise par des personnes en position d'autorité ou par une organisation
•réalisée pour des raisons de sûreté, de sécurité ou de protection du public

Il repose sur les stéréotypes suivants liés à une personne :
•race;
•couleur;
•origine nationale ou ethnique; et
•religion.

Il est n'est pas fondé sur des motifs réels ou un soupçon raisonnable et a pour but d'isoler une personne ou un groupe aux fins d'examen minutieux ou de traitement différentiel.

[Directives sur le traitement non discriminatoire de l'Agence des services frontaliers du Canada (ASFC)]

Visuals	Alt Text for visuals
https://stock.adobe.com/ca/images/blackboard-chalkboard/37740034?prev_url=detail	Tableau noir et main tenant une craie.

[Non protégé]



Interactivity

Transcript Text

Section Title	Quels sont les éléments clés à noter au sujet du profilage racial?	
Content (below)	Content type:	

Le profilage racial est un terme complexe. Analysons-le plus en détail grâce à un petit questionnaire.

1) Le profilage racial est…
– une action [Bonne réponse]
– une croyance [Essayez à nouveau]
– une attitude [Essayez à nouveau]

2) Qui peut effectuer du profilage racial?
– des organisations [Exact, mais la réponse est incomplète]
– des personnes [Exact, mais la réponse est incomplète]
– une ou des personnes en position d'autorité ou une organisation [Bonne réponse]

3) Lequel des énoncés suivants est un mythe. Sélectionnez tout ce qui s'applique. Le profilage racial est un outil efficace…
– pour assurer la sûreté, la sécurité et la protection du public [Exact. Certaines personnes et institutions considèrent le profilage racial comme un outil normal et efficace pour recueillir de l'information, évaluer les risques et assurer la sécurité. Cependant, il existe de plus en plus de preuves attestant que le profilage racial ne fonctionne pas et qu'il est préjudiciable pour ceux qui y sont soumis. Remarque : les deux autres réponses possibles sont également des mythes.]
– pour détecter et prévenir les activités criminelles [Exact. Certaines personnes et institutions considèrent le profilage racial comme un outil normal et efficace pour recueillir de l'information, évaluer les risques et assurer la sécurité. Cependant, il existe de plus en plus de preuves attestant que le profilage racial ne fonctionne pas et qu'il est préjudiciable pour ceux qui y sont soumis. Remarque : les deux autres réponses possibles sont également des mythes.]
– parce que cela fait partie du travail. [Exact. Bien que de nombreuses professions chargées de l'exécution de la loi mettent en œuvre des protocoles s'appuyant sur des tendances et des recherches, les mesures ou les décisions ne doivent être fondées que sur de multiples indicateurs axés sur le comportement. La race et toute autre caractéristique personnelle ne peuvent jamais constituer un facteur déterminant. Remarque : les deux autres réponses possibles sont également des mythes.]

4) Qu'est-ce qui peut faire en sorte qu'une personne subisse du profilage racial?
– stéréotypes concernant la race d'une personne. [Exact, mais la réponse est incomplète]
– stéréotypes concernant la race ou l'ethnicité d'une personne. [Exact, mais la réponse est incomplète]
– stéréotypes liés à des facteurs d'appartenance réelle ou présumée, tels la race, la couleur, l'origine nationale ou ethnique ou la religion d'une personne. [Bonne réponse]

5) Dans quels secteurs de la société le profilage racial survient-il?

– services de police [Exact, mais la réponse est incomplète] – exécution de la loi, y compris le domaine de la sécurité privée [Exact, mais la réponse est incomplète] – bon nombre de secteurs, y compris la vente au détail, l'emploi, l'éducation, le logement et la protection de l'enfance [Bonne réponse – le profilage racial se produit dans l'ensemble de la société]	
Visuals	**Alt Text for visuals**
Interactivity	
Quiz Question	
Transcript Text	

Section Title	À quoi ressemble le profilage racial?	
Content (below)	**Content type:**	
Le profilage racial consiste en l'isolement d'une personne ou d'un groupe à des fins d'examen minutieux ou de traitement différentiel, que ce soit de façon intentionnelle ou non. Il ne se limite pas à l'exécution de la loi et, en raison de sa prévalence, peut être considéré comme une forme de racisme quotidien. Voyons quelques exemples. Faites défiler les images pour en savoir plus 1) Exécution de la loi : Un agent suppose que quelqu'un est plus susceptible d'avoir commis un crime parce qu'il est afro-américain. 2) Éducation : Le personnel d'une école traite le comportement d'un enfant autochtone comme une infraction, alors que le même acte commis par un autre enfant est considéré comme une manifestation normale d'« exubérance enfantine ». 3) Vente au détail : Dans un magasin, un agent de sécurité privé suit une femme noire qui porte un costume traditionnel, parce qu'il la croit plus susceptible de voler à l'étalage.		

4) Emploi : Un employeur exige d'une employée musulmane récemment immigrée au Canada une cote de sécurité de niveau plus élevé.
5) Justice : Une représentante du système de justice pénale refuse la mise en liberté sous caution à une personne latino-américaine, croyant que les gens originaires de ce pays sont violents.
6) Logement : Un propriétaire demande à sa locataire, une étudiante chinoise, de vider les lieux, sous prétexte qu'il l'expose au risque de contracter la grippe aviaire.

[références : 12]

Visuals	Alt Text for visuals
1) https://stock.adobe.com/ca/images/police-writes-ticket/54411228?prev_url=detail 2) https://stock.adobe.com/ca/images/young-girl-posing/27237285?prev_url=detail 3) https://stock.adobe.com/ca/images/interior-of-a-shopping-centre/8819547?prev_url=detail 4) https://stock.adobe.com/ca/images/young-muslim-woman-working-at-a-computer/123480094?prev_url=detail 5) https://stock.adobe.com/ca/images/female-judge-convicting-handcuffed-male-criminal-in-courtroom/129938130?prev_url=detail 6) https://stock.adobe.com/ca/images/casual-young-woman-sitting-on-bed-and-using-laptop-at-home/68483432?prev_url=detail	1-Agent de police qui écrit dans un calepin. 2-Enfant autochtone qui sourit. 3-Intérieur d'un centre commercial. 4-Jeune femme musulmane qui travaille à l'ordinateur. 5-Homme racialisé menotté avec une femme juge blanche qui le regarde. 6-Étudiante asiatique assise sur un lit utilisant un ordinateur portable.

Interactivity
Pop-Up
Transcript Text

Section Title	Comment pouvons-nous détecter le profilage racial?		
Content (below)		**Content type:**	Scenario

Comme nous avons pu le constater, le racisme peut être subtil. Par conséquent, le profilage racial est plus souvent prouvé d'après les circonstances d'une situation, plutôt que sur des preuves directes. En termes plus simples, ce serait le cas si la personne qui a présumément effectué le profilage :
1.a eu l'occasion d'observer ou de présumer la race de la personne visée;
2.s'est laissée influencer par cette observation pour agir de façon discriminatoire.

Voici quelques situations mettant en évidence d'autres indicateurs énoncés dans la loi qui démontrent le profilage racial.

[références : 13, 16]

Scénario 1

Un jeune homme noir est appréhendé pour des motifs liés à la drogue dans un quartier socioéconomiquement avantagé où des personnes blanches sont plus susceptibles de vivre.

-Manque de professionnalisme ou utilisation d'un traitement discourtois.
-Explications contradictoires ou changeantes, ou raisons non pertinentes justifiant un traitement différentiel.
-Énoncés montrant que des stéréotypes entrent en jeu, ou suppositions indiquant qu'une personne est considérée comme « étrangère » – par exemple, « Dans ce pays, nous ne… » ou « Que faites-vous dans ce quartier? ».
-Écarts par rapport aux pratiques normales.
-Différences dans la façon dont la situation s'est déroulée lorsque la personne concernée était blanche.

[Compte rendu : motif 1 – L'homme peut être perçu comme n'étant pas « à sa place » dans ce quartier en raison des stéréotypes concernant les personnes racialisées et la criminalité. Il est également à noter que la vulnérabilité d'une personne par rapport au profilage racial peut être augmentée en fonction d'autres aspects de son identité, tels que le fait d'appartenir à un certain groupe d'âge ou genre (dans ce cas, un jeune homme noir).]

Scénario 2

Une musulmane sud-asiatique qui porte un hidjab conduit un véhicule avec des enfants à bord. Une voiture de police les suit et les arrête. L'agent de police dit qu'il a arrêté le véhicule parce que les enfants doivent être assis dans des sièges d'appoint, même si, selon la loi, ils ont passé l'âge à cet égard.
-Manque de professionnalisme ou utilisation d'un traitement discourtois.
-Explications contradictoires ou changeantes, ou raisons non pertinentes justifiant un traitement différentiel.
-Énoncés montrant que des stéréotypes entrent en jeu, ou suppositions indiquant qu'une personne est considérée comme « étrangère » – par exemple, « Dans

ce pays, nous ne… » ou « Que faites-vous dans ce quartier? ».
-Écarts par rapport aux pratiques normales.
-Différences dans la façon dont la situation s'est déroulée lorsque la personne concernée était blanche.

[Compte rendu : motif 2 – Le policier a fourni des explications inexactes ou douteuses concernant l'arrestation du véhicule.]

Scénario 3

Une femme blanche et son partenaire, portant des jeans amples et de larges pulls molletonnés à capuchon, sont suivis par la police. Dès que la femme enlève son capuchon et qu'il devient évident qu'elle est de race blanche, la police quitte les lieux.
-Manque de professionnalisme ou utilisation d'un traitement discourtois.
-Explications contradictoires ou changeantes, ou raisons non pertinentes justifiant un traitement différentiel.
-Énoncés montrant que des stéréotypes entrent en jeu, ou suppositions indiquant qu'une personne est considérée comme « étrangère » – par exemple, « Dans ce pays, nous ne… » ou « Que faites-vous dans ce quartier? ».
-Écarts par rapport aux pratiques normales.
-Différences dans la façon dont la situation s'est déroulée lorsque la personne concernée était blanche.

[Compte rendu : motif 3 – Les gens peuvent faire l'objet de profilage racial en raison du contexte racial ou ethnique perçu, de l'identité autochtone ou de la religion.]

Scénario 4

Un autochtone est appréhendé par la police pour avoir conduit à une vitesse supérieure à la limite permise. En plus de demander une pièce d'identité au conducteur et de lui donner une contravention, on questionne les passagers (qui sont également autochtones) et on leur demande de fournir des pièces d'identité.
-Manque de professionnalisme ou utilisation d'un traitement discourtois.
-Explications contradictoires ou changeantes, ou raisons non pertinentes justifiant un traitement différentiel.
-Énoncés montrant que des stéréotypes entrent en jeu, ou suppositions indiquant qu'une personne est considérée comme « étrangère » – par exemple, « Dans ce pays, nous ne… » ou « Que faites-vous dans ce quartier? ».
-Écarts par rapport aux pratiques normales.
-Différences dans la façon dont la situation s'est déroulée lorsque la personne concernée était blanche.
[Compte rendu : motif 4 – Il s'agit d'un écart par rapport aux pratiques normales. Les tribunaux ont statué que des passagers ne peuvent être interrogés ou forcés de fournir des pièces d'identité, dans le cadre d'un contrôle routier de routine.]

[Non protégé]

Scénario 5

Au cours d'une enquête policière, des agents de police discutent avec des témoins locaux au sujet de l'incident. À plusieurs reprises, les policiers utilisent des propos raciaux méprisants lors de la discussion avec des témoins qui appartiennent à des groupes racialisés. Il a été observé que ce traitement faisait contraste avec la façon polie dont la police discutait avec les témoins de race blanche.

-Manque de professionnalisme ou utilisation d'un traitement discourtois.
-Explications contradictoires ou changeantes, ou raisons non pertinentes justifiant un traitement différentiel.
-Énoncés montrant que des stéréotypes entrent en jeu, ou suppositions indiquant qu'une personne est considérée comme « étrangère » – par exemple, « Dans ce pays, nous ne… » ou « Que faites-vous dans ce quartier? ».
-Écarts par rapport aux pratiques normales.
-Différences dans la façon dont la situation s'est déroulée lorsque la personne concernée était blanche.
[Compte rendu : 5 – Il s'agit d'un exemple de manque de professionnalisme et de traitement discourtois.]

Visuals	Alt Text for visuals
1. https://stock.adobe.com/ca/images/smiling-dark-skinned-young-man-in-jeans-and-a-blouse/70943135?prev_url=detail 2. https://stock.adobe.com/ca/images/an-a-muslim-woman-in-car-driver/22545732?prev_url=detail 3. https://stock.adobe.com/ca/images/composite-image-of-female-spy-in-hoodie/176481421?prev_url=detail 4. https://stock.adobe.com/ca/images/three-men-sitting/26554055 5. https://stock.adobe.com/ca/images/crime-scene-investigation-placing-the-crime-scene-marker-on-the-ground/158452285?prev_url=detail	1-Jeune homme noir en tenue décontractée. 2-Musulmane conduisant une voiture. 3-Femme blanche dont le visage est partiellement caché par un capuchon. 4-Trois hommes en tenue décontractée de races différentes assis à l'extérieur. 5-Personne plaçant des marqueurs de scène de crime sur le sol.

Interactivity

Transcript Text

Section Title	Quelles sont les répercussions du profilage racial?		
Content (below)		Content type:	accordian

•Surreprésentation des enfants noirs et autochtones dans le système de protection de la jeunesse.
•Peines plus sévères pour les Autochtones dans le système de justice pénale.
•Incidences plus élevées de contrôles routiers auprès des personnes racialisées.
•Examen beaucoup trop minutieux des personnes musulmanes dans les transports en commun.
•Discipline disproportionnée des étudiants racialisés dans le système d'éducation.
•Contrôle et surveillance accrus des musulmans, des Arabes et des Asiatiques occidentaux aux frontières.

Quelles répercussions peuvent avoir ces expériences sur les personnes concernées?

Si vous n'avez jamais vécu une expérience de profilage racial ou ne connaissez personne ayant vécu cette situation, il peut ne sembler qu'un inconvénient. Cependant, l'acte de profilage racial – et même la perception que cela puisse avoir eu lieu – peut avoir de graves répercussions sur les personnes racialisées et autochtones. Les victimes du profilage peuvent être touchées sur les plans affectif et psychologique, et même parfois, physique et financier. Les répercussions se font également sentir au sein des familles, des communautés et dans la société en général.

[références : 2, 12, 16]

Sélectionnez chaque onglet pour en apprendre davantage sur les répercussions.

Personnes, familles et communautés

Répercussions physiques, psychologiques et comportementales :
•Gêne, déception, colère, sentiment d'impuissance
•Diminution de l'estime de soi et de la confiance en soi
•Stress, insomnie, dépression, troubles de stress post-traumatique
•Frais juridiques pour se défendre contre des accusations
•Casier judiciaire nuisant aux possibilités d'emploi

Confiance envers la police, les lois et la société :
•Méfiance envers les institutions publiques

•Attente constante de traitement injuste
•Crainte pour sa propre sécurité lors d'interactions avec les institutions
•Sentiments d'aliénation et diminution du sentiment d'appartenance
•Défaut de faire appel aux ressources communautaires et aux institutions disponibles, entraînant la perte de possibilités

Société en général

•Confirmation des sentiments de racisme
•Perception de menaces fondées sur la race

Visuals	Alt Text for visuals
https://stock.adobe.com/ca/images/woman-using-cell-phone/23945688?prev_url=detail	Femme racialisée en tenue de bureau utilisant un cellulaire.

Interactivity

[Non protégé]

Transcript Text

Section Title	À propos de : l'expérience de profilage		
Content (below)		**Content type:**	Scenario
Les gens font l'objet de profilage à cause de stéréotypes, qui existent envers une multitude de groupes de personnes. Prenez quelques minutes pour penser à certains des stéréotypes négatifs présents dans la société concernant l'exécution de la loi – « Les agents d'exécution de la loi sont… ». Maintenant, examinez le scénario suivant. Vous êtes en fonction dans un grand aéroport canadien et changez de terminal pour traiter l'arrivée d'un groupe de voyageurs. Alors que vous marchez vers l'autre terminal, un passant regarde votre uniforme et crie dans votre direction : « Hé, vous êtes… (rappelez-vous le stéréotype qui vous est venu à l'esprit) ». Vous auriez toutes les raisons de vous sentir perturbé ou agacé par le commentaire de la personne. Alors que vous réagiriez sans doute à cette situation de manière professionnelle, vous ne retireriez peut-être pas de cette rencontre une impression favorable à l'égard de cette personne, qui pourrait avoir contesté la qualité et la légitimité de votre travail et vous avoir fait sentir mal à l'aise devant vos collègues, le personnel de l'aéroport et d'autres personnes. Ce qu'il faut retenir, c'est que personne ne veut faire l'objet de profilage. Les gens seront, à juste titre, mécontents et blessés si des suppositions sont formulées à leur égard, ou s'ils sont soupçonnés d'actes répréhensibles, que ce soit fondé sur la race, la couleur, l'ethnicité, l'ascendance, la religion, le lieu d'origine ou une combinaison de ces éléments. [Ressources : 20]			
Visuals		**Alt Text for visuals**	
Interactivity			
Transcript Text			
Section Title	Quelle incidence le contexte du racisme a-t-il sur les expériences de profilage racial?		

Content (below)	Content type:	Graphic timeline

L'héritage du racisme au Canada est évident dans nos systèmes et structures. Certains des groupes les plus vulnérables au profilage racial de nos jours ont également été victimes, dans le passé, de discrimination raciale. Cela peut aggraver la force avec laquelle les gens peuvent réagir lorsqu'ils reçoivent, ou ont l'impression de recevoir, un traitement discriminatoire. L'expression de réactions fortes semblables peut se produire si la personne concernée arrive au Canada en provenance d'un pays ayant un gouvernement ou des systèmes d'exécution de la loi répressifs. Faire l'objet d'un profilage peut ranimer des souvenirs du système qu'ils ont laissé derrière eux. Passons en revue la chronologie historique de racisme au Canada pour mieux comprendre le contexte des membres de communautés racialisées et autochtones.

Cliquez sur chaque intervalle de dates sur la ligne de temps pour en apprendre davantage.

1850-1960
Les d'Afro-Canadiens étaient exclus des écoles, des églises, des restaurants, des hôpitaux et des transports en commun. Ils étaient contraints à exercer des métiers inférieurs, mal rétribués et épuisants. Bon nombre d'entre eux vivaient dans des collectivités séparées en Nouvelle-Écosse, au Nouveau-Brunswick et en Ontario. L'Assemblée législative de l'Ontario a créé des écoles ségréguées, qui sont demeurées en place jusqu'à 1964.

1876
L'Acte des Sauvages a permis au gouvernement fédéral la prise en charge des structures politiques, des régimes de propriété et de la mise en valeur des ressources et du développement économique des Indiens ainsi que la réglementation de presque tous les aspects importants de la vie des peuples autochtones. Cela comprenait l'interdiction de la propriété des terres, le refus du droit de vote, l'interdiction de quitter la réserve sans laissez-passer et de tenir des activités et festivals cérémoniaux, de même que la détermination du statut d'« Indien ».

1870-1990
Les enfants autochtones étaient retirés de force de leur foyer et communauté et étaient envoyés dans des pensionnats gérés par des sociétés missionnaires. Dans ces endroits, il leur était interdit de parler leur langue, de pratiquer leurs traditions et leurs coutumes ou d'apprendre leur histoire. Bon nombre d'entre eux ont été victimes de malnutrition, du surpeuplement, de maladies, de discipline sévère et d'abus sexuels.

1885-1923
Sous le régime de la Loi de l'immigration chinoise, rédigée dans le but de restreindre et de réglementer l'immigration en provenance de la Chine, les Chinois devaient payer 50 $ (plus tard augmenté à 100 $ et, par la suite, à 500 $) pour entrer au Canada.

1942-1949
Durant la Seconde Guerre mondiale, 23 000 Canadiens d'origine japonaise vivant sur la côte Ouest de la Colombie-Britannique ont été envoyés dans des camps de détention et de concentration dans des régions isolées à l'intérieur de la Colombie-Britannique, au Sud de l'Alberta, au Manitoba et au Nord de l'Ontario, au nom de la « sécurité nationale ».

[référence : 13]

Visuals	Alt Text for visuals
https://stock.adobe.com/ca/images/vector-timeline-infographic-element-design/66151279?prev_url=detail	Frise chronologique représentant une série de dates selon une échelle.

Interactivity

Transcript Text

Section Title	Quels sont les risques du profilage racial pour l'Agence des services frontaliers du Canada?
Content (below)	Content type: graphic

Le profilage racial, ou la perception que l'on en a, peut entraîner ce qui suit :
•Méfiance de la société à l'égard de l'équité des procédures.
•Effet négatif sur le moral des employés racialisés et autochtones.
•réticence de la part des membres des communautés touchées à envisager une carrière dans l'organisation.
•Une diminution de la légitimité de l'ASFC.

En plus des pressions énormes qu'exerce le profilage racial sur les personnes, les familles et les communautés, il peut avoir des répercussions négatives importantes sur toute organisation qui le pratique, ou qui est perçue comme agissant de la sorte.

En tant qu'institution publique, l'ASFC s'est engagée à exécuter son mandat et à faire exécuter les lois du Canada de manière juste et équitable. Cela encourage également les citoyens à collaborer de façon positive avec nous afin de nous aider à réussir.

L'ASFC a élaboré ce cours afin de sensibiliser les ASF au profilage racial et à acquérir des connaissances et des compétences dans le but de le prévenir et d'éviter certains des risques associés à ce phénomène dommageable. La participation à ce module ainsi qu'aux deux suivants vous aidera à servir tous les voyageurs avec professionnalisme, intégrité et respect.

Visuals	Alt Text for visuals
CBSA image – e.g. similar to https://postmediawindsorstar2.files.wordpress.com/2012/10/cbsa03a.jpg	ASF traversant la rue à un poste frontalier terrestre.



Interactivity

Transcript Text

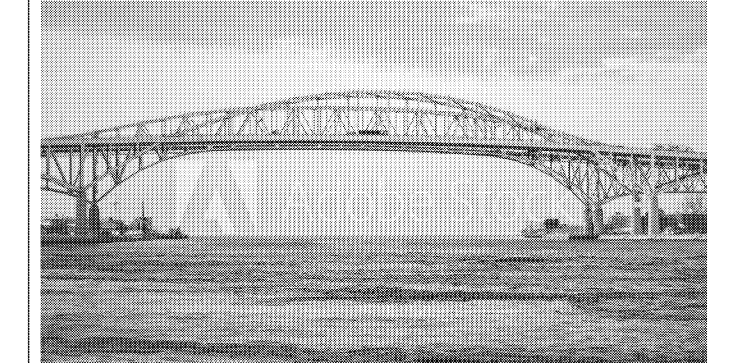
Section Title	Résumé		
Content (below)		Content type:	graphic

Dans ce module, vous avez appris :
•les concepts de race, racialisation, racisme et discrimination raciale.
•le lien entre la race et le privilège.
•le phénomène de profilage racial – à quoi il ressemble et comment le détecter.
•les répercussions du profilage racial – son contexte historique et ses répercussions sur les personnes, les familles et les communautés.

•les effets possibles du profilage racial pour l'ASFC.

Les deux prochains modules seront axés sur l'application de ces connaissances à votre travail en tant que ASF.

Avant de passer au module suivant, vérifions les connaissances que vous avez acquises au cours du premier module.

Visuals	Alt Text for visuals
https://stock.adobe.com/ca/images/the-twin-spans-of-the-blue-water-bridges-crossing-between-sarnia-ontario-and-port-huron-michigan-this-is-the-second-busiest-crossing-us-and-canada-with-the-first-being-the-windsor-tunnel/100735661?prev_url=detail 	Passage frontalier du pont Blue Water situé entre Sarnia, en Ontario, et Port Huron, au Michigan.

Interactivity

Transcript Text

Test Your Knowledge

[Please add appropriate "Knowledge check" icon]

Section Title	Question 1		
Question #	1.	Question Type:	Multiple Choice
On Screen Text			
Mettez à l'épreuve vos connaissances en répondant aux questions suivantes : **Question 1** Lequel des énoncés suivants est exact? A) Le concept de race repose sur la biologie. B) Vous pouvez déterminer la race d'une personne en examinant son ADN. C) Le concept de race est présent tout au long de l'histoire de l'humanité. **D) La notion de race est un concept élaboré par la société afin de marginaliser les gens et a été utilisée de diverses façons dans différentes régions du monde et à travers l'histoire.** **Commentaire :** La réponse est D).			
Feedback			
La notion de race est une construction sociale inventée à l'époque de l'impérialisme européen au 17e siècle pour justifier l'exclusion des personnes non blanches et des peuples autochtones. Bien qu'il n'y ait aucun fondement scientifique, il est important de reconnaître que la race d'une personne a une incidence sur les expériences qu'elle vit dans la société.			
Visuals		Alt Text for visuals	
Specifications			

Section Title	Question 2		
Question #	2.	Question Type:	Matching Question
On Screen Text			
Mettez à l'épreuve vos connaissances en répondant aux questions suivantes : **Question 2** Jumelez chaque énoncé avec le concept y étant associé – se rapporte-t-il au racisme ou à la discrimination raciale? A) Tout acte ou toute décision qui ont pour effet de traiter une personne ou un groupe de manière défavorable en fonction de la race. **B) Une croyance selon laquelle un groupe est supérieur à d'autres.** C) La *Loi canadienne sur les droits de la personne* protège les Canadiens contre ce concept lorsqu'ils sont à l'emploi du gouvernement fédéral ou lorsqu'ils bénéficient de ses services. D) Une de ses formes est le profilage racial. **Commentaire :** Les réponses A), C) et D) définissent la discrimination raciale; la réponse B) est une des caractéristiques du racisme.			
Feedback			
Le racisme est une croyance qui peut mener à l'acte de discrimination raciale. Le racisme est une notion plus vaste que la discrimination raciale. Une de ses formes est l'utilisation de paroles subtiles, de regards et de gestes – bien que ceux-ci ne soient pas interdits par la loi, leur effet cumulatif peut être puissant.			
Visuals		Alt Text for visuals	
Specifications			

Section Title	Question 3		
Question #	3.	Question Type:	Multiple Choice
On Screen Text			
Mettez à l'épreuve vos connaissances en répondant aux questions suivantes : **Question 3** Le profilage racial est un outil normal et efficace pour recueillir de l'information, évaluer les risques et assurer la sécurité. Vrai ou faux? • Vrai. • **Faux** **Commentaire :** La bonne réponse est « Faux ».			
Feedback			
Le profilage racial contrevient à la loi. En outre, la recherche démontre de plus en plus que le profilage racial ne fonctionne pas et qu'il est préjudiciable pour ceux qui en font l'objet. Bien que de nombreuses professions chargées de l'exécution de la loi mettent en œuvre des protocoles s'appuyant sur des tendances et des recherches, les mesures et les décisions doivent uniquement être fondées sur de multiples indicateurs axés sur le comportement. La race ou toute autre caractéristique personnelle ne peut jamais constituer un facteur déterminant.			
Visuals		Alt Text for visuals	
Specifications			

Section Title	Question 4		
Question #	4.	Question Type:	Scenario

On Screen Text

Mettez à l'épreuve vos connaissances en répondant aux questions suivantes :

Question 4

Un agent d'exécution de la loi intercepte une femme autochtone au volant d'une nouvelle Lexus. L'agent pose des questions au sujet du véhicule, y compris comment elle a pu se permettre cet achat.

S'agit-il d'un cas de profilage racial?

- Non. Il se pourrait que l'agent agisse en se fondant sur un soupçon raisonnable ou procède à un contrôle aléatoire.
- **Oui. Bien que l'interception puisse être aléatoire, les questions posées pourraient laisser sous-entendre que la conductrice pourrait ne pas être en mesure de s'acheter le véhicule en raison de son identité. Cela pourrait indiquer que des stéréotypes négatifs ont influencé la décision de l'agent. Les tribunaux ont déterminé que ce comportement constituait un indicateur de profilage racial.**
-

Commentaire :

La bonne réponse est « Oui ».

Feedback

Les tribunaux ont désigné d'autres indicateurs possibles de profilage racial :

•Explications contradictoires ou changeantes, ou raisons non pertinentes justifiant un traitement différentiel.

•Différences dans la façon dont la situation s'est déroulée lorsque la personne concernée était blanche.

•Écarts par rapport aux pratiques normales.

•Manque de professionnalisme ou utilisation d'un traitement discourtois.

Visuals	Alt Text for visuals

Specifications

Section Title	Question 5		
Question #	5.	Question Type:	Scenario

On Screen Text

Mettez à l'épreuve vos connaissances en répondant aux questions suivantes :

Question 5

Quels risques le profilage racial peut-il constituer pour l'ASFC?

A. Méfiance de la société à l'égard de l'équité des procédures.
B. Effet négatif sur le moral des employés racialisés et autochtones.
C. Réticence de la part des membres des collectivités touchées à envisager une carrière dans l'organisation.
D. Atteinte à la légitimité de l'ASFC.
E. **Toutes ces réponses.**

Commentaire :
La bonne réponse est « E ».

Feedback

En tant qu'institution publique, l'ASFC s'est engagée à mener à bien son mandat et à faire exécuter les lois du Canada de manière juste et équitable. Cela encourage également les citoyens à collaborer de façon positive avec nous afin de nous aider à réussir.

Visuals	Alt Text for visuals

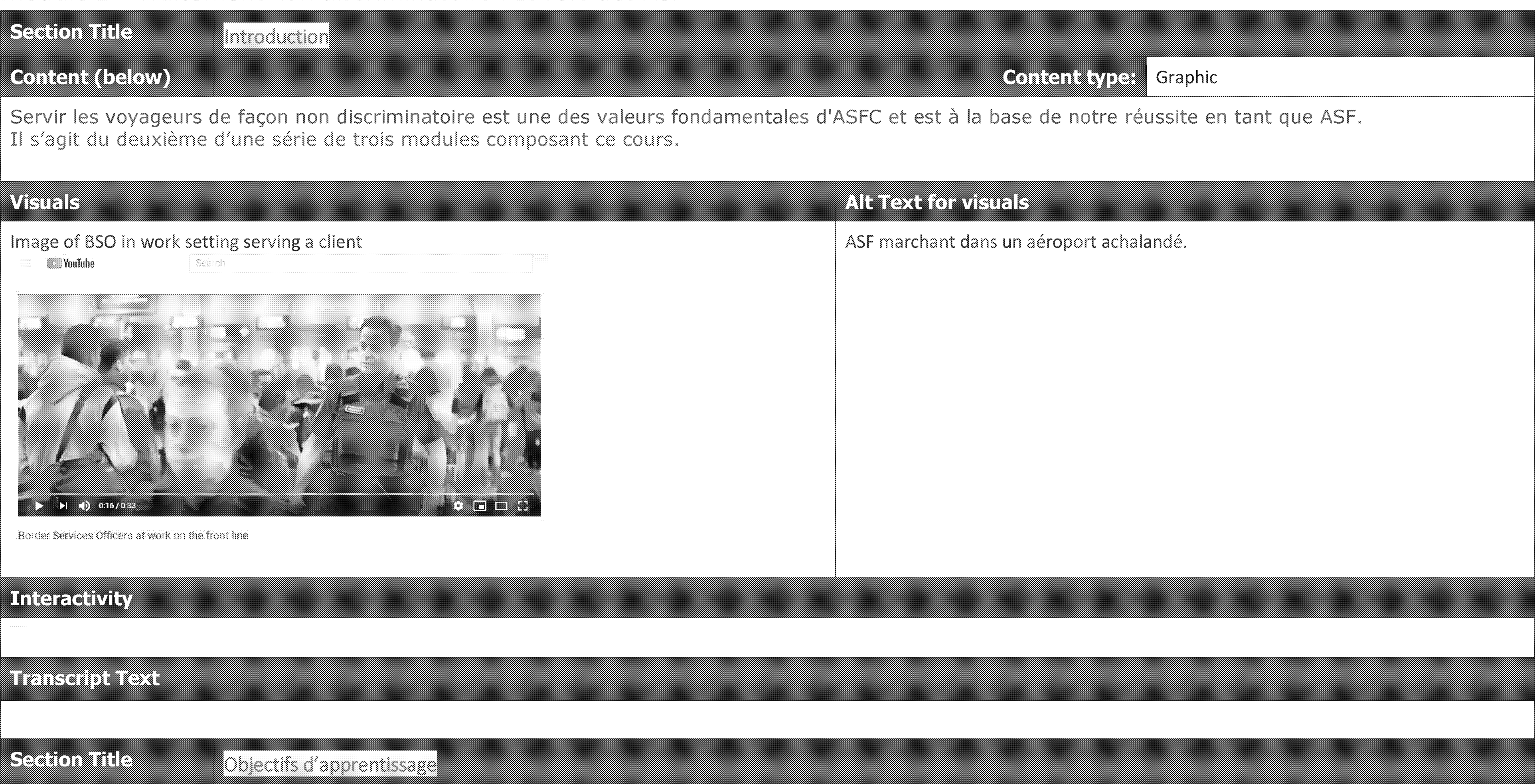
Specifications

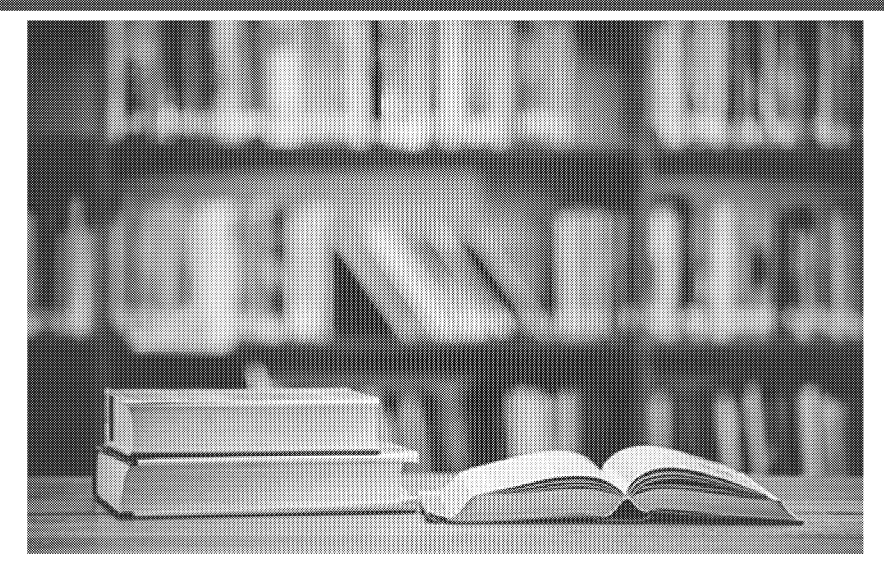
Table of Contents

The course structure/Table of Contents will expand as you build your course. If it does not, consult with a Multimedia Specialist.

Contents

Module 2 – Traitement non discriminatoire : Le rôle des ASF

Section Title	Introduction		
Content (below)		**Content type:**	Graphic
Servir les voyageurs de façon non discriminatoire est une des valeurs fondamentales d'ASFC et est à la base de notre réussite en tant que ASF. Il s'agit du deuxième d'une série de trois modules composant ce cours.			
Visuals		**Alt Text for visuals**	
Image of BSO in work setting serving a client  Border Services Officers at work on the front line		ASF marchant dans un aéroport achalandé.	
Interactivity			
Transcript Text			
Section Title	Objectifs d'apprentissage		

Content (below)	**Content type:** Graphic
Dans ce module, vous en apprendrez davantage sur ce qui suit : -Les obligations d'un ASF d'exercer ses fonctions de façon non discriminatoire. -La distinction entre une approche inclusive et une approche discriminatoire. -Les pratiques exemplaires et les considérations de la loi pour nous aider à exercer nos fonctions avec professionnalisme, intégrité et respect.	
Visuals	**Alt Text for visuals**
	
Interactivity	
Transcript Text	

Section Title	Pourquoi la formation sur le profilage racial est-elle importante pour les ASF?	
Content (below)	Content type:	

Tel qu'il a été mentionné dans le module 1, les stéréotypes négatifs concernant les personnes racialisées et les autochtones sont omniprésents dans l'ensemble de la société et dans nos institutions. Ces stéréotypes sont puissants, et aucun d'entre nous n'est à l'abri de leur influence, consciemment ou non.

En résumé, le profilage racial est un sujet complexe. Le fait de ne pas savoir clairement de quoi il s'agit, la façon dont il se produit et le rôle que nous pouvons jouer pour le prévenir pourrait amener certaines personnes à être méfiantes au moment d'interagir avec des voyageurs.

Cette formation développera votre conscience et vos compétences liées au profilage racial, de sorte que vous soyez plus confiants pour vous investir pleinement auprès des voyageurs de tous les horizons, de manière inclusive. Cela aidera ainsi l'ASFC à renforcer et à conserver la confiance du public et des communautés desservies.

Une formation sur le profilage racial :
-renforce la confiance des ASF dans le but de servir les voyageurs de façon non discriminatoire;
-fait prendre conscience que le profilage racial peut être intentionnel, mais qu'il peut également se produire de façon involontaire;
-aide l'ASFC à conserver la confiance des voyageurs et des communautés et à maintenir leur coopération.

Visuals	Alt Text for visuals
https://stock.adobe.com/ca/images/canada-national-flag-group-of-people-concept/101770297?prev_url=detail	Mains levées d'un groupe de personnes d'origines raciales diverses, avec un drapeau canadien en arrière-plan.



Interactivity

Transcript Text

Section Title	Le profilage racial est-il un outil efficace?	
Content (below)	**Content type:**	Infographic – click to reveal

Il a été établi que le profilage racial n'est une stratégie d'exécution de la loi ni efficace ni efficiente. Il n'existe aucun profil racial ou religieux pour les personnes qui se livrent à des activités illicites. En fait, l'attention portée essentiellement sur un profil racial particulier pourrait entraîner l'omission d'un voyageur qui ne correspond pas au profil donné. Par exemple, cette pratique pourrait également mener à l'interrogation de bon nombre de personnes innocentes surtout en raison de leur couleur de peau, de leurs vêtements religieux ou du pays indiqué sur leur passeport. Cela pourrait entraîner l'aliénation de collectivités sur lesquelles nous comptons et que nous avons l'obligation de protéger, et pourrait saper la légitimité de notre travail.

[références : 1, 7]

Sélectionnez chaque point pour en apprendre davantage sur la façon dont le service des douanes des États-Unis et les services de police au Royaume-Uni ont amélioré leurs résultats en éliminant le profilage racial.

1 Exemple : service des douanes des États-Unis

Lorsque la race était utilisée comme facteur déterminant :
•43 % des fouilles étaient réalisées sur des personnes noires ou d'origine latine – un taux grandement supérieur à leur proportion en tant que voyageurs.
•Un nombre considérable de fouilles, y compris avec des moyens invasifs, comme le passage aux rayons X ou la fouille à nu, visaient les femmes d'origine latino-américaine et noires, soupçonnées d'être des passeuses de drogue sur la base d'un profil reposant fortement sur la nationalité et l'origine ethnique.

Résultats :

Pour tous les groupes, le taux de détection de ces contrôles était faible :
•5,8 % pour les blancs;
•5,9 % pour les noirs;
•1,4 % pour les latinos.

Les taux de détection des fouilles étaient particulièrement petits chez les femmes latino-américaines ou noires, qui étaient les moins susceptibles de transporter de la drogue.

Lorsque l'accent était mis sur l'utilisation de profils comportementaux :
•Le service des douanes des États-Unis a modifié ses procédures, retirant la race de la liste des facteurs à prendre en compte pour décider d'une interpellation;
•Il a mis en place des techniques d'observation axées sur les comportements tels que la nervosité, ou sur la présence d'incohérences dans le récit ou les réponses des passagers, en faisant davantage appel au renseignement, tout en instaurant un encadrement accru des décisions conduisant aux interpellations et contrôles et aux fouilles.

Résultats :
•Le nombre total de fouilles effectuées a chuté de 75 %.
•Le taux de détection est passé de moins de 5 % à plus de 13 %, pour se stabiliser à un niveau presque similaire pour tous les groupes.

[Source : Harris (2002), Service de douanes américaines (1998), dans le document de l'Agence des droits fondamentaux de l'Union européenne (2010), Pour des pratiques de police plus efficaces – Guide pour comprendre et prévenir le profilage ethnique discriminatoire. Union européenne.]

2 : Exemple : services de police au Royaume-Uni

Enjeu :

Un rapport datant de 2010 intitulé « Stop and Think » rédigé par la Commission pour l'égalité et les droits de l'homme du Royaume-Uni montre que, comparativement aux blancs :
•les noirs couraient six fois plus de risques d'être arrêtés et fouillés par la police;
•les personnes originaires d'Asie étaient pour leur part contrôlées deux fois plus souvent.

Mesures prises :

Cinq corps policiers importants ont mis en place un programme de 18 mois ayant les buts suivants :
•favoriser les interpellations et les fouilles axées sur le renseignement, plutôt que celles réalisées par des policiers qui se basent sur des intuitions ou des généralisations sur des groupes de personnes;
•éliminer l'utilisation d'objectifs de rendement et la surveillance des tendances raciales.

Résultats :
•Pour les cinq services de police, le recours à des recours aux interpellations et fouilles et à des fouilles a diminué de plus de 50 %.
•Pour quatre des cinq services de police, le recours disproportionné à des disproportionné aux interpellations et fouilles visant et à des fouilles visant des personnes racialisées a diminué, démontrant une utilisation plus juste et efficace de ces pratiques.
•Pour les cinq services de police, le taux de réussite, ou taux de détection et d'arrestation, a augmenté, malgré la quantité moindre de fouilles dans la rue



Interactivity
Hot Graphic
Transcript Text

Section Title	Le profilage racial est-il identique au profilage criminel?		
Content (below)		**Content type:**	Quiz

Il ne faut pas confondre le profilage racial et le profilage criminel. Il s'agit de deux concepts distincts comportant des approches, des obligations juridiques et des répercussions différentes.

Sélectionnez chaque onglet pour en apprendre davantage sur ces deux types de profilage.

Le profilage racial :
–
•est fondé sur des impressions stéréotypées liées à la race, à la couleur, à l'origine nationale ou ethnique, ou à la religion;
•soumet les personnes ciblées à des traitements différents ou à un examen plus minutieux que d'autres;
•n'est pas accepté par l'ASFC.

Le profilage criminel :

•se fonde sur un comportement réel;
•s'appuie sur de l'information se rapportant aux activités douteuses d'une personne qui répond à la description d'un individu particulier;
•est un outil objectif fondé sur des éléments de preuve utilisé dans le cadre de l'exécution de la loi et pouvant offrir un aperçu d'un délinquant inconnu.

Visuals	**Alt Text for visuals**

Interactivity
Transcript Text

Section Title	Quel rôle doit-on jouer en tant que ASF dans la prévention du profilage racial?	
Content (below)	**Content type:**	Quiz

En tant que ASF, vous êtes formés dans le but de maintenir la sécurité à la frontière et de faciliter la libre circulation des personnes avec professionnalisme, intégrité et respect. En tant que représentants du Canada, les ASF jouent un rôle essentiel, en se conformant à nos lois et en les faisant respecter, ce qui comprend notre engagement à l'égard des droits de la personne. Il est notamment important de contrer les stéréotypes négatifs liés aux collectivités que nous desservons et de ne jamais adopter de comportements discriminatoires ou de harcèlement dans aucune de nos fonctions.

La connaissance et la prévention du profilage racial sont conformes à nos valeurs et constituent une obligation importante que chaque ASF doit respecter.

[Directives sur le traitement non discriminatoire de l'ASFC]

Sélectionnez une image pour afficher plus de détails sur nos responsabilités.

1 : Les ASF ne doivent :

•prendre action ou décision;
•procéder à un examen plus minutieux qui peut s'avérer discriminatoire à l'égard d'un individu, fondé, en tout ou en partie, sur ses caractéristiques personnelles.

2 : Les ASF n'utilisent pas les caractéristiques personnelles suivantes lors de l'évaluation des modes de traitement des voyageurs
•race
•couleur
•origine nationale ou ethnique

•religion

3 : Les ASF offrent des services de manière à ne pas porter atteinte à la dignité d'une personne et à être respectueux des droits de la personne.

Le profilage racial nest pas acceptable à l'ASF et peut résulter en des mesures disciplinaires sévères allant jusqu'au congédiement.

[Directives sur le traitement non discriminatoire de l'ASFC]

Visuals	Alt Text for visuals
BSO setting image – e.g.	ASF sur un bateau travaillant à la protection des frontières maritimes.

Interactivity
Hot Graphic

Transcript Text

Section Title	Comment pouvons-nous exercer notre autorité de façon appropriée?		
Content (below)		Content type:	

En tant que ASF, nous disposons de protocoles détaillés et rigoureux pour guider les décisions que nous prenons chaque jour sur les premières lignes. Ces protocoles nous aident à montrer nos valeurs au moment d'exécuter les lois canadiennes.

Nous devons fréquemment lire entre les lignes et exercer notre jugement au moment de déterminer la meilleure mesure à prendre lors de situations parfois floues. Nous faisons appel à notre formation, à notre expérience, aux indicateurs axés sur le renseignement et à notre connaissance de la loi afin de porter le meilleur jugement.

Notre pouvoir discrétionnaire nous donne la souplesse dont nous avons besoin pour remplir nos fonctions rapidement et efficacement. Cependant, conformément à nos valeurs, nous avons la responsabilité d'exercer ce pouvoir équitablement, tout en reconnaissant, respectant et valorisant les différences de chaque personne.

Nous devons exercer notre jugement de façon appropriée afin de nous assurer que toutes les personnes, y compris les citoyens canadiens, cherchant à entrer au Canada, sont assujetties aux mêmes règles et règlements, peu importe la race, la couleur, l'origine nationale ou ethnique et la religion.

[références : 9, 14, 16]

Visuals	Alt Text for visuals
https://stock.adobe.com/ca/images/flow-chart-diagram-concept/92371691?prev_url=detail	Organigramme représentant nos processus décisionnels.

Interactivity

Pop-Up

Transcript Text

000427

Section Title	Comment les ASF peuvent-ils offrir un traitement non discriminatoire?	
Content (below)	Content type:	Scenario

Dans l'exercice de nos fonctions en tant que ASF, nous devons maîtriser la conciliation des deux responsabilités suivantes : protéger les droits de tous les voyageurs, tout en assurant la sûreté et la sécurité du Canada.

Faites défiler les images pour revoir des parties de notre travail pour lesquelles nous devons exercer ce jugement avec prudence.

Cliquez sur les mots énumérés pour afficher les questions afin de vous guider vers une approche non discriminatoire. Puis réfléchissez aux questions fournies pour vous guider vers une approche non discriminatoire.

[références : 6, 9]

REMARQUE : Il est permis de faire allusion à la race, à la couleur, à l'origine nationale ou ethnique, ou à la religion d'une personne dans le cas où il existerait un soupçon raisonnable fondé sur une multitude d'indicateurs.

Scénarios :

– Choisir un voyageur ou un véhicule en vue d'une deuxième inspection
– Sélectionner un voyageur pour une inspection au hasard.
– Déterminer si un individu ou son comportement semble suspect.
– Sélectionner un individu pendant une patrouille.

Faits
Regardez les faits

•Quels comportements des voyageurs indiquent quelque chose d'inhabituel?
•Y a-t-il un besoin concret en matière de sécurité? Existe-t-il de multiples indicateurs pour valider votre décision?

Décision

Déterminez ce qui motive votre décision ou votre action

•Des stéréotypes négatifs m'influencent-ils? Est-ce que je me laisse influencer par l'apparence physique du voyageur?

•Est-ce que je réagis à un pressentiment ou à ma propre perception du risque?

Protocoles
Appliquez les protocoles de façon uniforme

•Pensez à un cas semblable survenu avec un voyageur provenant d'un autre continent, issu de l'avion précédent ou ayant eu lieu au cours de votre quart de travail précédent – avez-vous utilisé la même approche?
•Et si le voyageur vous ressemblait davantage? Est-ce qu'un autre collègue prendrait la même décision?

Droits
Protégez les droits du voyageur

•Vos questions sont-elles axées sur la situation réelle (et non sur des facteurs inappropriés, tels que la religion de la personne ou le pays d'origine de la famille)?
•Respectez-vous les droits à la vie privée de la personne ou le droit à l'assistance d'un traducteur, au besoin?

Responsabilité
Soyez responsable

•Si un voyageur vous demande d'expliquer vos actions, votre réponse l'aiderait-elle à être certain qu'il a été traité de façon équitable?
•Si votre superviseur vous demande d'expliquer vos actions, pourriez-vous démontrer que vous avez appliqué nos valeurs : professionnalisme, intégrité et respect?

Visuals	Alt Text for visuals
Images of various areas where discretion is applied by BSOs – e.g. - at an airport conducting a search of a traveller's luggage - searching a shipping container with a flashlight - on a boat approaching a cargo ship - van being searched in the parking area at secondary - with a detector dog at the primary inspection booths at a land port of entry - travelling family in a van being processed at a Primary Inspection Line at a land border	Ajout de descriptions fondées sur des images sélectionnées à partir de la vidéo de l'ASFC.

(see CBSA video: https://www.cbsa-asfc.gc.ca/multimedia/job-emploi2/menu-eng.html	
Interactivity	
Transcript Text	

Section Title	Détermination du profilage racial : exemples tirés de cas de jurisprudence		
Content (below)		**Content type:**	Scenario For each image, have a click to reveal activity. Behind each image describe a situation and use the reflection activity for each one.

Un nombre croissant de cas de jurisprudence provinciale et fédérale ont établi la présence de profilage racial dans divers secteurs de la société canadienne. Voici des exemples récents provenant d'autorités policières pour lesquels la notion de race était un facteur dans la décision de détenir ou de fouiller un individu, ou d'enquêter à son sujet. Examinez chacun des exemples afin de mieux comprendre ce qu'est le profilage racial et la façon dont il peut se produire, afin de nous aider à le contrer à l'ASFC.

Sélectionnez chaque exemple pour en apprendre davantage.

McKay c. Toronto Police Services Board – Contrôle de routine dans la rue entaché par une arrestation discriminatoire.
Nassiah c. Peel (Regional Municipality) Services Board – Enquête plus poussée portant sur une allégation de vol à l'étalage, fondée sur la race de la cliente.
Johnson c. Halifax (Regional Municipality) Police Service – Arrestation discriminatoire d'un conducteur fondée sur la race.
Elmardy c. Toronto (City) Police Services Board – Agression, fouille et contention discriminatoires pendant un contrôle de routine dans la rue fondé sur la race.
Davis c. Agence des services frontaliers du Canada – Discrimination fondée sur la race, l'âge et le sexe à un poste frontalier.

Visuals	**Alt Text for visuals**

Interactivity	
Pop-Up	
Transcript Text	

Section Title	Cas de jurisprudence : Contrôle de routine dans la rue entaché par l'arrestation discriminatoire d'un autochtone	
Content (below)	Content type:	Scenario

McKay c. Toronto Police Services Board

Monsieur McKay, un homme autochtone, et ses amis ont été arrêtés dans une ruelle de la « Petite Italie » à Toronto vers 4 h 30 par un policier de Toronto. Ils livraient des circulaires. Il y avait des préoccupations concernant des introductions par effraction dans le secteur. Le policier a suivi monsieur McKay et ses amis dans la ruelle, a demandé des pièces d'identité et a procédé à un contrôle auprès du Centre d'information de la police canadienne (CIPC).

Malgré un rapport de vérification négatif du CIPC, le policier a posé d'autres questions pour savoir s'il s'agissait d'une bicyclette volée. Le policier a refusé de prendre en considération l'explication de monsieur McKay relativement à l'achat de la bicyclette et l'a arrêté pour le vol du mauvais vélo en se fondant sur de l'information incomplète et erronée.

Situation :

Monsieur McKay, un autochtone, et ses amis ont été arrêtés dans une ruelle de la « Petite Italie » à Toronto vers 4 h 30 par un policier de Toronto.

Décision :

Le Tribunal des droits de la personne de l'Ontario (TDPO) a conclu que, bien que la décision de suivre monsieur McKay et ses amis dans la ruelle, de demander des pièces d'identité et de procéder à un contrôle ne soit pas inappropriée, les mesures suivantes étaient discriminatoires :

- La décision d'enquêter plus à fond était motivée par des stéréotypes négatifs à l'égard des peuples autochtones.
- Le refus de prendre en considération l'explication se rapportant à l'achat du vélo était fondé sur un pressentiment – le policier a perçu un décalage entre l'apparence désordonnée de monsieur McKay et le fait qu'il possédait un vélo qui paraissait dispendieux.
- L'arrestation était fondée sur de l'information incomplète et erronée.
- Un examen beaucoup trop minutieux a eu lieu, même s'il n'y avait aucune préoccupation au sujet d'accusations en instance et que le comportement de monsieur McKay n'était pas suspect.

Leçons tirées de ce cas :

Le profilage racial :

- peut avoir une incidence sur la façon dont les personnes interagissent après une première rencontre;
- peut découler de stéréotypes concernant les Autochtones;
- peut se manifester par des interventions policières excessives à l'égard des Autochtones.

Un pressentiment fondé sur une intuition acquise par l'expérience ne constitue pas une explication non discriminatoire crédible pour justifier un traitement défavorable.

[McKay c. Toronto Police Services Board, 2011, TDPO, 499]

Visuals	Alt Text for visuals
https://stock.adobe.com/ca/images/bright-light-on-bicyclist/126107240?prev_url=detail	Personne se promenant à vélo la nuit.

Interactivity
Hot Graphic Click each marker to learn more

Transcript Text

Section Title	Cas de jurisprudence : Enquête poussée portant sur une allégation de vol à l'étalage, fondée sur la race de la cliente	
Content (below)	Content type:	Scenario

Nassiah c. Peel (Regional Municipality) Services Board

Situation :

Le Service de police de Peel a été contacté pour enquêter un possible incident de vol à l'étalage dans un centre commercial local. Madame Nassiah, une femme noire, a été appréhendée par un agent de sécurité au moment de quitter un grand magasin. Madame Nassiah a été accusée d'avoir volé un article vestimentaire d'une valeur de moins de dix dollars. Madame Nassiah a nié à maintes reprises les allégations et a même offert de se soumettre à une fouille par le personnel du magasin dans les toilettes. Le policier dans cette affaire questionnait le fait qu'elle parlait anglais, a refusé d'examiner tous les éléments de preuve, y compris l'enregistrement d'une caméra de sécurité, après avoir présumé que l'agent de sécurité blanc disait la vérité. Le policier a ordonné une deuxième fouille corporelle après qu'une première fouille n'a rien permis de découvrir. La police et l'agent de sécurité du magasin ont finalement libéré madame Nassiah après conclusion qu'ils avaient fait une erreur.

Décision :

Le TDPO a conclu qu'il était question de traitement discriminatoire en fonction de ce qui suit :
•Présumer, en raison de stéréotypes, qu'une suspecte de race noire ne parlait probablement pas anglais;
•Présumer que l'agent de sécurité blanc disait la vérité, sans avoir examiné adéquatement tous les éléments de preuve;
•Adopter une approche de « présomption de culpabilité » pour l'enquête;
•Ordonner une deuxième fouille corporelle après qu'une première fouille n'a pas permis de découvrir l'article présumément volé;
•Poursuivre l'enquête, même après que la deuxième fouille corporelle a confirmé qu'elle n'avait pas en sa possession l'article volé;
•Soumettre madame Nassiah à une agression verbale et la menacer d'emprisonnement.

Leçons tirées de ce cas :

Le profilage racial :
•peut avoir une incidence sur la façon dont les personnes interagissent après une première rencontre;

•peut découler de stéréotypes concernant les Afro-Canadiens;
•représente un problème systémique dans les interventions policières.

[Nassiah c. Peel (Regional Municipality) Services Board, 2007 HRTO 14*]*

Visuals	**Alt Text for visuals**
https://stock.adobe.com/ca/images/shopping-mall-blurred-background/107400741?prev_url=detail	Intérieur d'un centre commercial.

Interactivity

Hot Graphic
Click each marker to learn more

Transcript Text

Section Title	Cas de jurisprudence : Arrestation discriminatoire d'un conducteur fondée sur la race		
Content (below)		**Content type:**	Scenario

Johnson c. Halifax (Regional Municipality) Police Service

Situation:

Deux hommes noirs dans une Ford Mustang noire immatriculée au Texas ont été poursuivis et appréhendés par un policier d'Halifax. Le policier a brusquement ralenti, a cédé le passage au véhicule et l'a ensuite suivi et arrêté. Le policier a demandé une preuve d'assurance et le certificat d'immatriculation du véhicule, mais n'a pas accepté la validité des documents fournis. Le policier a également refusé à monsieur Johnson, le propriétaire du véhicule, de donner des explications sur la documentation fournie et sur ce qui était requis au Texas.

Le policier a donné une contravention à monsieur Johnson et a ordonné le remorquage du véhicule. En réalité, la documentation était valide selon les lois du Texas. La saisie était erronée, et le véhicule a été remis à son propriétaire la journée suivante.

Décision :

La commission d'enquête de la Commission des droits de la personne de la Nouvelle-Écosse a conclu qu'il était question de discrimination en fonction de ce qui suit :
- les mesures prises par le policier ont été influencées par des stéréotypes raciaux;
- la situation se serait probablement déroulée différemment si les individus avaient été blancs.

Leçons tirées de ce cas :

Le profilage racial :
- peut découler de stéréotypes concernant les Afro-Canadiens;
- n'est pas nécessairement la cause principale d'un traitement défavorable;
- peut se produire si la personne qui a présumément procédé au profilage a eu l'occasion de remarquer la race de la personne;
- peut être indiqué par un écart par rapport aux pratiques normales ou un manque de professionnalisme.

Si une personne est victime de profilage racial (ou le perçoit), le policier doit traiter tout langage offensant utilisé par cette personne avec une tolérance et un tact raisonnables et doit cesser d'agir de manière discriminatoire. *[Elmardy c. Toronto Police Services Board, 2017* ONSC 2074*]*	
Visuals	**Alt Text for visuals**
https://stock.adobe.com/ca/images/mustang/1297880?prev_url=detail Adobe Stock #1297880	Avant d'une Ford Mustang noire.
Interactivity	
Hot Graphic Click each marker to learn more	
Transcript Text	
Section Title	Cas de jurisprudence : agression, fouille et recours à la force discriminatoires pour motifs raciaux lors d'un contrôle de routine

Content (below)	Content type:	Scenario

Elmardy c. Toronto (City) Police Services Board

Situation:

M. Elmardy est un homme noir qui a été arrêté par deux policiers de Toronto alors qu'il rentrait chez lui à pied après sa séance de prière un soir de janvier. Les policiers ont supposé que M. Elmardy était en train d'enfreindre des conditions de libération sous caution en marchant seul. De plus, ils l'ont soupçonné d'avoir une arme en sa possession, car ses mains étaient dans ses poches. M. Elmardy ne portait pas de gants, et il faisait froid dehors. Lorsque M. Elmardy a refusé de sortir ses mains de ses poches, les policiers l'ont frappé deux fois au visage. Par la suite, ils ont vidé les poches de M. Elmardy et l'ont menotté. Par conséquent, les mains de M. Elmardy ont été exposées au froid pendant une vingtaine de minutes. M. Elmardy n'a été accusé d'aucune infraction.

Décision :

La Cour supérieure de l'Ontario a conclu :

- que l'arrestation n'était pas basée sur des motifs raisonnables;
- que la fouille a porté atteinte aux droits prévus par la Charte canadienne des droits et libertés.

En appel, la Cour divisionnaire a elle aussi conclu que les agissements des policiers étaient un exemple de discrimination fondée sur la race, car :

- leurs soupçons à l'égard de M. Elmardy étaient fondés sur des croyances conscientes ou inconscientes au sujet des hommes noirs;
- en raison de ces croyances déraisonnables, ils ont agressé, fouillé et retenu par la force M. Elmardy sans motif valable;
- en prétendant que M. Elmardy était coupable/dangereux et en agissant comme tel, ils ont porté atteinte à ses droits constitutionnels.

Leçons tirées de ce cas :

Le profilage racial :

- peut être le résultat de croyances conscientes ou inconscientes au sujet des hommes noirs;
- a de graves conséquences sur la crédibilité et l'efficacité des services de police;
- peut générer de la méfiance au sein du public et doit être éliminé.

[*Elmardy c. Toronto Police Services Board*, 2017 ONSC 2074]

Visuals	Alt Text for visuals
https://stock.adobe.com/ca/images/back-view-of-african-american-professional-in-the-city/128324633 Adobe Stock #128324633	Un homme noir qui marche dans une ville

Interactivity
Hot Graphic Click each marker to learn more
Transcript Text

Section Title	Cas de jurisprudence : discrimination fondée sur la race, l'âge et le sexe à la frontière		
Content (below)		**Content type:**	Scenario

Davis c. l'Agence des services frontaliers du Canada

Situation:

Mme Davis est une jeune femme mohawk qui a été questionnée par des agents de l'ASFC à la frontière terrestre alors qu'elle revenait des États-Unis. Mme Davis a prétendu que les agents de l'ASFC l'ont arrêtée sans avertissement et l'ont forcée à rester dehors sans manteau pendant 45 minutes alors qu'il faisait -6 degrés. L'ASFC a affirmé que le véhicule de Mme Davis a été sélectionné dans le cadre d'une opération de vérification qui avait pour but de déterminer si certains véhicules possédaient des compartiments secrets pouvant servir à transporter des produits de contrebande. Le Tribunal canadien des droits de la personne n'a pas conclu que Mme Davis avait été personnellement ciblée pour une inspection et s'est questionné à savoir si Mme Davis avait agi de manière adéquate lorsqu'elle a utilisé un langage grossier à l'égard des agents. Le Tribunal a souligné que, même si certains agents ont conservé une attitude professionnelle en dépit de l'attitude adoptée par Mme Davis, il y a réellement eu de la discrimination.

Décision :

Le Tribunal canadien des droits de la personne a conclu qu'il s'agissait d'un cas de discrimination, car :

- l'un des agents a haussé le ton et a répondu d'une façon qui, inconsciemment ou non, était motivée par des stéréotypes raciaux.

Leçons tirées de ce cas :

Il s'agit de profilage racial :

- lorsque des écarts par rapport à la pratique normale et un manque flagrant de courtoisie sont observés;
- lorsque la race (ou tout autre motif interdit de discrimination) est l'un des facteurs qui ont fait en sorte que la personne en position d'autorité traite une personne différemment.

La personne en position d'autorité doit faire preuve de tolérance et de tact lorsqu'une autre personne réagit fortement.

Il n'est pas justifié d'exercer son pouvoir de manière inadéquate en fonction de la race, même si cela donne lieu à la découverte d'un acte illégal.

[*Canada (Procureur général) c. Davis,* 2017 CF 159]

Visuals	Alt Text for visuals
https://stock.adobe.com/ca/images/young-woman-cleaning-her-car-from-snow-and-frost-on-a-winter/99972331?prev_url=detail [Crop / edit to blur]	Une femme dehors en hiver qui ne porte pas de gants et qui essaie de se réchauffer les mains

	
Interactivity	
Hot Graphic Click each marker to learn more	
Transcript Text	
Section Title	Ce que dit la loi au sujet du profilage racial : quelques faits saillants
Content (below)	**Content type:** Infographic
Voici quelques faits saillants de la loi au sujet du profilage racial, selon des affaires traitées au Canada au cours des dernières années. Dans les cas où le profilage racial a été prouvé, les tribunaux ont affirmé que, en plus d'aller à l'encontre des droits fondamentaux de la personne, cela est inacceptable dans le cadre de l'exécution de la loi.	

[référence : 10]

Sélectionnez chaque onglet pour en apprendre davantage.

Le profilage racial peut être causé par :
•des stéréotypes au sujet des peuples autochtones, des Canadiens d'origine africaine, des personnes arabes et des personnes musulmanes;
•des stéréotypes au sujet de la criminalité.

Le profilage racial peut survenir même si :
•la race n'était que l'un des facteurs qui ont fait qu'une personne reçu un traitement défavorable;
•il donne lieu à un résultat positif (la fin ne justifie pas les moyens).

La personne qui est visée par le profilage racial (ou qui perçoit un tel profilage) :
•peut être ciblée en raison de plusieurs aspects de son identité, notamment sa race ainsi que son âge, sa religion ou son genre (p. ex. un jeune homme noir ou une jeune femme musulmane);
•peut faire l'objet d'interventions excessives, surtout chez les peuples autochtones (p. ex. un contact plus fréquent pour des questions moins graves);
•peut en être bouleversée et réagir négativement (à noter que la colère et le langage abusif doivent être gérés en faisant preuve de tolérance et de tact et que cela ne doit pas donner lieu à d'autres traitements différentiels).

L'auteur du profilage racial :
•peut procéder à un profilage racial même s'il n'a pas l'intention de faire de la discrimination;
•ne peut pas justifier ses agissements par son intuition découlant de son expérience.

Visuals	Alt Text for visuals
https://stock.adobe.com/images/surrealistic-portrait-front-with-cut-out-profile-of-a-young-man/78863079?prev_url=detail	Le profil découpé d'un homme noir

Interactivity
Audio
Transcript Text

Section Title	Sommaire		
Content (below)		**Content type:**	graphic

Dans ce module, vous avez appris ce qui suit :
- les ASF ont le devoir de fournir un service non discriminatoire aux voyageurs;
- les différences entre le profilage racial et criminel ainsi qu'une approche inclusive et discriminatoire;
- les aspects de notre travail dans lesquels nous devons exercer notre pouvoir avec soins en vue d'offrir un service inclusif;
- les pratiques exemplaires et les considérations de la loi qui nous aident à exercer nos fonctions avec professionnalisme, intégrité et respect.

Le prochain et dernier module vous aidera à prendre conscience des différentes formes de profilage racial et à gérer vos préjugés inconscients en vue de fournir un service inclusif.

Avant de passer au module suivant, prenons le temps d'examiner vos apprentissages.

Visuals	**Alt Text for visuals**
BSOs in a work setting: - e.g.	Trois ASF qui marchent près d'un aéroport

Interactivity

Audio

Transcript Text

Vérification de la connaissance [Please add appropriate "Knowledge check" icon]

Section Title	Question 1		
Question #	1.	Question Type:	Multiple Choice
On Screen Text			

Testez vos connaissances en répondant aux questions suivantes.

Question 1

Afin de prévenir le profilage racial, les ASF ne doivent prendre aucune mesure ou décision et ne procéder à aucune surveillance accrue qui pourrait faire en sorte qu'une personne soit discriminée, en tout ou en partie, en raison de :

- sa race, sa couleur, son origine nationale ou ethnique ou sa religion; *[Bonne réponse :* à noter que le profilage racial peut survenir si l'une de ces caractéristiques constitue l'un des facteurs qui ont fait en sorte qu'une personne reçoive un traitement défavorable.]
- son âge, son orientation sexuelle, son identité de genre ou son expression sexuelle; *[Bel essai : au Canada, les gens sont protégés contre la discrimination basée sur ces éléments lorsqu'ils travaillent pour le gouvernement fédéral ou reçoivent des services offerts par celui-ci, mais ces éléments ne sont pas propres au profilage racial. Toutefois, les gens peuvent faire l'objet d'un profilage racial basé sur de multiples aspects de leur identité (p. ex. la race combinée à l'âge).]*
- son état matrimonial, sa situation familiale ou son handicap; *[Bel essai : au Canada, les gens sont protégés contre la discrimination basée sur ces éléments lorsqu'ils travaillent pour le gouvernement fédéral ou reçoivent des services offerts par celui-ci, mais ces éléments ne sont pas propres au profilage racial. Toutefois, les gens peuvent faire l'objet d'un profilage racial basé sur de multiples aspects de leur identité (p. ex. la couleur combinée à un handicap).]*
- son état de personne graciée ou la suspension de son casier. *[Bel essai : au Canada, les gens sont protégés contre la discrimination basée sur ces éléments lorsqu'ils travaillent pour le gouvernement fédéral ou reçoivent des services offerts par celui-ci, mais ces éléments ne sont pas propres au profilage racial. Toutefois, les gens peuvent faire l'objet d'un profilage racial basé sur de multiples aspects de leur identité (p. ex. la religion combinée à la suspension du casier).]*

Rétroaction :

[Voir ci-dessus]

Feedback	
Visuals	Alt Text for visuals

Specifications	

Section Title	Question 2		
Question #	2.	**Question Type:**	Matching Question
On Screen Text			

Question 2

À la différence du profilage criminel, le profilage racial est basé sur des présomptions stéréotypées au sujet de la race, de la couleur, de l'origine nationale ou ethnique ou de la religion d'une personne, ce qui donne lieu à un traitement défavorable. Que peuvent faire les ASF pour éviter que tout profilage effectué soit discriminatoire?

- Éviter toute mention au sujet de la race dans le cadre de leurs fonctions. *[Mauvaise réponse : il est acceptable de faire référence à la race, à la couleur, à l'origine nationale ou ethnique ou à la religion d'une personne au moment de décrire un voyageur donné lorsque des soupçons raisonnables sont basés sur divers indicateurs.]*
- Étant donné que les deux types de profilage sont utiles pour cerner les activités criminelles, aucune action n'est requise. *[Mauvaise réponse : le profilage criminel est axé sur les profils comportementaux et n'utilise pas la race comme facteur déterminant. Quand les douanes américaines ont éliminé le profilage racial, le nombre de fouilles a diminué de 75 %, et le taux de succès qui était inférieur à 5 % s'est élevé à plus de 13 %. Le profilage racial n'est pas efficace.]*
- Les ASF doivent miser sur les facteurs qui suscitent des soupçons raisonnables basés sur divers indicateurs. Ils doivent donc porter une attention particulière au comportement des individus, et l'apparence physique ne doit pas faire partie de la notion de « comportement ». *[Bonne réponse]*

Feedback	
Visuals	**Alt Text for visuals**

Specifications

Section Title	Question 3		
Question #	3.	Question Type:	Matching Question
On Screen Text			

Question 3

Voici quelques questions auxquelles vous pouvez réfléchir pour vous aider à adopter une approche non discriminatoire. Associez deux questions pertinentes à chacun des cinq titres.

Regardez les faits :
– Quels comportements des voyageurs indiquent quelque chose d'inhabituel?
– Y a-t-il un besoin concret en matière de sécurité? Existe-t-il de multiples indicateurs pour valider votre décision?

Déterminez ce qui motive votre décision ou votre action :
– Des stéréotypes négatifs m'influencent-ils? Est-ce que je me laisse influencer par l'apparence physique du voyageur?
– Est-ce que je réagis à un pressentiment ou à ma propre perception du risque?

Appliquez les protocoles de façon uniforme :
– Pensez à un cas semblable survenu avec un voyageur provenant d'un autre continent, issu de l'avion précédent ou ayant eu lieu au cours de votre quart de travail précédent – avez-vous utilisé la même approche?
–Et si le voyageur vous ressemblait davantage? Est-ce qu'un autre collègue prendrait la même décision?

Protégez les droits du voyageur :
– Vos questions sont-elles axées sur la situation réelle (et non sur des facteurs inappropriés, tels que la religion de la personne ou le pays d'origine de la famille)?
– Respectez-vous les droits à la vie privée de la personne ou le droit à l'assistance d'un traducteur, au besoin?
Soyez responsable :

– Si un voyageur vous demande d'expliquer vos actions, votre réponse l'aiderait-elle à être certain qu'il a été traité de façon équitable? – Si votre superviseur vous demande d'expliquer vos actions, pourriez-vous démontrer que vous avez appliqué nos valeurs : professionnalisme, intégrité et respect? **Rétroaction :**
Feedback

Visuals	**Alt Text for visuals**
Specifications	

Section Title	Question 4		
Question #	4.	Question Type:	Multiple Choice
On Screen Text			
<u>Question 4</u> • **Le profilage racial s'applique seulement aux décisions et aux actions liées à la rencontre initiale. Autrement dit, si je détermine que le véhicule d'un individu doit faire l'objet d'une fouille en fonction d'un comportement qui est conforme à nos protocoles et que l'on y trouve un produit de contrebande, toutes les autres mesures que je vais prendre seront adéquates.** • Vrai *[Mauvaise réponse :* le profilage racial peut avoir une incidence sur la façon dont un agent traite un individu, que ce soit avant ou après la rencontre initiale. Les ASF doivent appliquer les protocoles de manière cohérente et consciente tout au long de leurs interactions, et ce, en respectant nos valeurs.*]* • Faux *[Bonne réponse : le profilage racial peut avoir une incidence sur la façon dont un agent traite un individu, que ce soit avant ou après la rencontre initiale. Les ASF doivent appliquer les protocoles de manière cohérente et consciente tout au long de leurs interactions, et ce, en respectant nos valeurs.]* **Rétroaction :**			
Feedback			
Visuals		Alt Text for visuals	
Specifications			

Section Title	Question 5		
Question #	5.	Question Type:	Text Input Question
On Screen Text			

Question 5

Sélectionnez les bons mots pour compléter chacune des phrases.

Le profilage racial :

- contrevient aux lois sur les **droits de la personne**;
- va à l'encontre des **valeurs** de l'ASFC;
- renforce les **stéréotypes** négatifs;
- a une incidence **négative** sur les personnes racialisées et les peuples autochtones;
- est une stratégie **inefficace** d'exécution de la loi.

Rétroaction :

Feedback	
…	
Visuals	**Alt Text for visuals**
Specifications	

Table of Contents

The course structure/Table of Contents will expand as you build your course. If it does not, consult with a Multimedia Specialist.

Contents

[Non protégé]

Module 3 – Fournir un service impartial

Section Title	Introduction	
Content (below)	Content type:	Graphic
Module 3 – Fournir un service impartial Bien qu'il soit impossible d'être complètement impartial, nous, en tant que ASF, sommes tenus de mettre nos préjugés de côté afin de prendre des décisions fondées sur des faits plutôt que sur des stéréotypes ou des opinions. Ceci est le dernier des trois modules dans ce cours.		
Visuals	Alt Text for visuals	
Image of BSO in work setting serving a client	Une ASF qui répond à un athlète olympique	
Interactivity		
Transcript Text		

Section Title	Objectifs d'apprentissage		
Content (below)		**Content type:**	Graphic
Dans ce module, vous en apprendrez davantage sur ce qui suit : •les processus inconscients de notre cerveau qui peuvent donner lieu à des mesures ou à des décisions discriminatoires; •l'influence possible des préjugés inconscients sur notre processus décisionnel; •les méthodes de gestion de nos préjugés pour une application consciente, cohérente et impartiale des protocoles des ASF.			
Visuals		**Alt Text for visuals**	
BSO specific image – e.g.		L'insigne d'épaule de l'uniforme de l'ASFC sur lequel figure la devise suivante : Protection, Service et Intégrité.	
Interactivity			
Transcript Text			

Section Title	Le pouvoir des premières impressions		
Content (below)		Content type:	Scenario

Imaginez que vous êtes l'agent désigné au traitement des cartes de déclaration E311 à la frontière. Pendant votre quart de travail, vous devez servir une grande variété de voyageurs.

Réfléchissez à ce qui vous vient à l'esprit au moment d'interagir avec les personnes figurant dans les images qui suivent. Soyez honnêtre et répondez vite.

En vous servant des questions qui vous guident, considérez les premiers mots auxquels vous pensez..]

Questions d'orientation

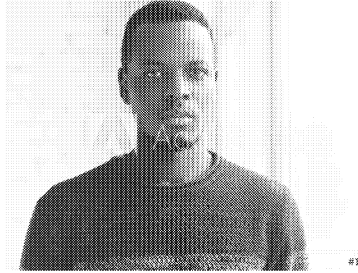
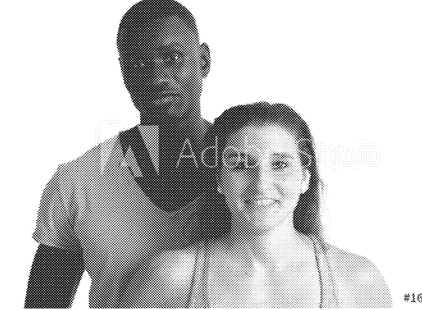
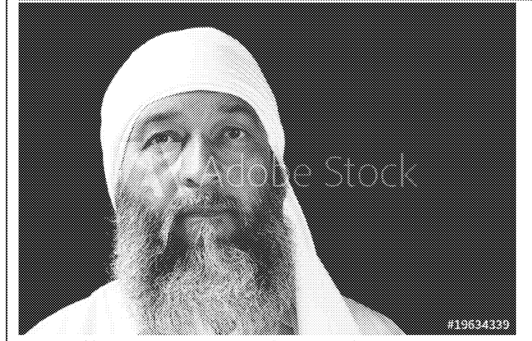
•À quoi pensez-vous quand vous voyez cet individu ou ce groupe de voyageurs?
•Quelle caractéristique personnelle remarquez-vous en premier?
•Comment pensez-vous que l'interaction avec ce ou ces voyageurs va se dérouler : plutôt facile ou difficile?
•Devrez-vous porter une attention particulière à un quelconque élément au moment de traiter ce ou ces voyageurs?

Examinez vos réponses en tenant compte des éléments suivants :
•D'où viennent vos premières impressions?
•Sur quoi sont-elles basées? Sur des tendances et des indicateurs ou sur des jugements personnels?
•Est-ce que vos premières impressions peuvent avoir une incidence sur vos interactions avec ces individus?

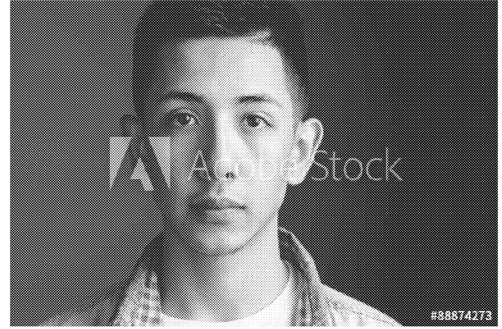
Accorder une grande importance aux premiers renseignements acquis au moment de prendre des décisions au sujet d'une personne ou d'une situation constitue l'une des diverses formes de préjugés inconscients.

Apprenons en plus.

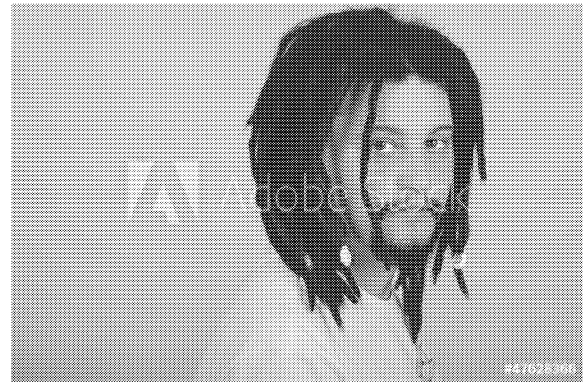
Visuals	Alt Text for visuals
https://stock.adobe.com/images/headshot-of-handsome-young-unshaven-african-male-wearing-casual-cozy-sweater-looking-at-camera-with-serious-and-concentrated-facial-expression-posing-in-white-sunny-room-with-large-window-frames/140195237?prev_url=detail	1 – Un jeune homme noir qui porte un pull 2 – Un jeune couple formé par un homme noir et une femme blanche 3 – Un homme d'origine arabe qui porte un couvre-chef 4 – Une femme mûre de race blanche

 #140195237 https://stock.adobe.com/images/portrait-of-a-mixed-couple-on-white/162405292?prev_url=detail  #162405292 https://stock.adobe.com/images/arab-man/19634339?prev_url=detail  #19634339 https://stock.adobe.com/images/mature-woman-portrait/189630978?prev_url=detail	5 – Un homme racialisé qui porte une barbe et une tenue professionnelle 6 – Un jeune homme racialisé 7 – Une femme mûre d'origine asiatique 8 – Un jeune homme qui porte une barbe et des tresses rastas 9 – Une femme noire qui porte une tenue professionnelle 10 – Un jeune homme blanc qui porte un t-shirt 11 – Une jeune femme qui porte le hijab 12 – Un homme d'origine autochtone au volant d'une voiture 13 – Une femme enceinte au volant d'une voiture

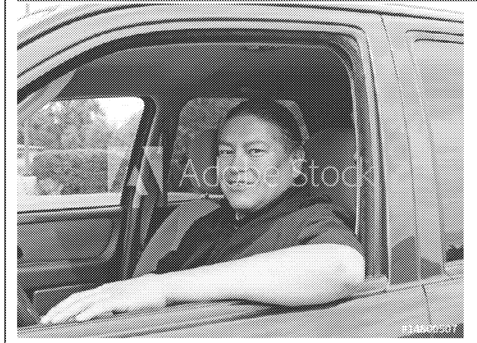
 https://stock.adobe.com/images/portrait-of-man/86860375?prev_url=detail  https://stock.adobe.com/images/studio-portrait-of-a-young-man-close-up/88874273?prev_url=detail	

 https://stock.adobe.com/images/happy-mature-woman/35747190?prev_url=detail  https://stock.adobe.com/images/serious-rasta-guy/47628366?prev_url=detail	

[Non protégé]

 https://stock.adobe.com/images/portrait-of-african-woman/83917357?prev_url=detail  https://stock.adobe.com/images/handsome-blond-man/65354098?prev_url=detail [crop to shoulders up only]	

#65354098 https://stock.adobe.com/images/beautiful-arabian-model-in-hijab-posing-and-isolated-on-white/60023108	

 https://stock.adobe.com/images/native-american-man-in-his-car/14800507?prev_url=detail  https://stock.adobe.com/images/pregnant-woman-serious-driving-car-holding-wheel/201992772?prev_url=detail	

Interactivity
Quiz Question
Transcript Text

Section Title	Que sont les préjugés inconscients?		
Content (below)		Content type:	Infographic

Les préjugés inconscients sont des stéréotypes sociaux au sujet de certains groupes de personnes que les individus forment à l'extérieur de leur propre conscience. (Source : bureau de la diversité et de la sensibilisation de l'Université de la Californie à San Francisco)

Notre cerveau est programmé de façon à favoriser une prise de décisions instantanées. Même si nous ne nous en rendons pas compte ou que nous n'avons pas un rôle actif, notre cerveau peut influencer la qualité et l'exactitude de notre compréhension, de nos actions et de nos décisions. Toutefois, à l'aide d'efforts conscients et de pratique, nous pouvons le gérer pour une prise de décisions améliorées et plus objectives.

[référence : 22]

Sélectionnez chaque épingle pour en savoir plus..

Comment les préjugés inconscients fonctionnent-ils?

•Afin d'interpréter le monde complexe dans lequel nous vivons et de prendre des décisions rapides, notre cerveau prend des raccourcis mentaux.
•Nous pouvons traiter environ 11 millions d'éléments d'information chaque seconde, et seulement 40-50 de ces éléments sont gérés par la partie consciente de notre cerveau; le reste se fait inconsciemment.
•Quand nous rencontrons une nouvelle personne, en moins d'une seconde, nous sommes en mesure de la classer selon sa race et son genre ainsi que de déterminer si elle fait partie du « même groupe » que nous.
•Le problème est le suivant : la partie inconsciente de notre cerveau est influencée par les stéréotypes (positifs et négatifs) présents dans notre société au sujet de certains groupes de personnes.
•Les stéréotypes nous permettent de porter des jugements rapides quand nous avons des renseignements incomplets (à noter que même s'ils sont parfois partiellement fondés sur des faits, ils sont souvent inexacts).
•Par conséquent, dans bien des cas, notre réaction instinctive envers une personne ou une situation est basée sur des hypothèses erronées au sujet de la race, de la couleur, de l'origine nationale ou ethnique, de la religion ou d'autres caractéristiques personnelles.

Qui a des préjugés inconscients?

•Tout le monde a des croyances inconscientes dans un ou plusieurs domaines.
•Ces croyances prennent forme au cours de la petite enfance et sont éventuellement influencées par notre histoire et notre éducation ainsi que les messages véhiculés par les médias (entre autres).

•Les préjugés inconscients vont souvent à l'encontre de nos valeurs et de nos croyances conscientes.

Comment pouvons-nous gérer les préjugés inconscients?

•Nous ne pouvons pas éliminer complètement nos préjugés; même si nous ne jouons aucun rôle actif, ils sont là automatiquement.
•Toutefois, nous pouvons leur mettre des bâtons dans les roues et limiter leurs effets en réalisant ce qui suit :•essayer de reconnaître les préjugés inconscients;
•faire preuve de vigilance dans des situations où ils sont plus susceptibles de survenir;
•les remettre en question dès qu'ils surviennent.

Visuals	Alt Text for visuals
https://stock.adobe.com/images/unconscious-mind-icon-flat-thin-line-vector-illustration/143931702?prev_url=detail [crop/ replace text for French version] UNCONSCIOUS MIND #143931702	Une image qui illustre l'inconscient : un iceberg sous l'eau et à l'intérieur de la silhouette de la tête d'une personne

Interactivity

Hot Graphic		
Transcript Text		
Section Title	Quelles sont les formes possibles de préjugés inconscients?	
Content (below)	**Content type:**	

Les préjugés inconscients se manifestent de plusieurs façons dans nos interactions avec d'autres personnes.

Souvenez-vous de l'activité que vous avez réalisée au début de ce module. Est-ce que vous avez ressenti ces types de préjugés en voyant les photos des différentes personnes?

Cliquez sur chaque onglet pour en apprendre davantage sur certaines formes de préjugés inconscients

Préjugés liés aux premières impressions
Accorder une trop grande importance aux premiers éléments d'information acquis au moment de prendre des décisions au sujet d'une personne ou d'une situation.
Exemple : douter de la crédibilité d'une personne en s'appuyant sur le fait qu'elle porte des vêtements usés.

Préjugés liés à son propre groupe
Répondre de manière plus positive aux personnes faisant partie du groupe auquel nous nous identifions qu'aux personnes faisant partie d'autres groupes.
Exemple : avoir une opinion favorable au sujet d'un voyageur auquel vous vous identifiez en raison d'une caractéristique commune (p. ex. la race, la profession, le niveau de revenu ou d'autres facteurs).

Préjugés liés à un besoin de confirmation
Privilégier des points de vue semblables au nôtre ou chercher des renseignements qui confirment notre point de vue.
Exemple : supposer qu'une personne ne dit pas la vérité, puis interpréter des données ambiguës ou ne retenir qu'une partie des renseignements afin de confirmer votre croyance initiale.

Préjugés liés aux stéréotypes
Faire des suppositions basées sur des stéréotypes au sujet d'un groupe de personnes.

Exemple : penser qu'il est « inhabituel » pour un voyageur d'avoir en sa possession une grande quantité d'argent comptant en se basant sur les stéréotypes au sujet du statut socioéconomique de son groupe démographique.	
Visuals	**Alt Text for visuals**
https://stock.adobe.com/images/head-with-cogwheels-on-blue-horizontal-background-copy-space-for-individual-text/137398132?prev_url=detail	Une illustration de la tête d'une personne avec des engrenages en guise de cerveau
Interactivity	
Accordion	
Transcript Text	

Section Title	Quelles situations peuvent activer nos préjugés inconscients?		
Content (below)		**Content type:**	Quiz – matching ???
Au cours d'une journée particulièrement occupée au travail, il se peut que vous optiez pour votre dîner « préféré » à la cafétéria au lieu d'essayer quelque chose de nouveau. Parallèlement,			

dans certaines situations, notre cerveau sera plus susceptible d'activer nos préjugés inconscients afin de combler les renseignements manquants.

En tant que ASF, nous avons un travail de première ligne exigeant et nous devons faire face à plusieurs situations de ce genre. En prévoyant l'apparition de nos préjugés inconscients dans de telles situations, nous pouvons nous préparer à les laisser de côté le moment venu.

Cliquez sur chaque onglet pour en apprendre davantage.

Activités discrétionnaires :
– Déterminer si le comportement d'une personne semble suspect.

Situations inhabituelles ou nouvelles :
– Interagir avec des voyageurs qui ont un vécu qui ne vous est pas familier.

Situations difficiles/stressantes :
– Prendre des décisions rapides ou se sentir menacé.

Événements à évolution rapide :
– Servir (en même temps) des personnes ayant voyagé sur plusieurs vols importants ou des conducteurs de plusieurs conteneurs de transport commercial dont les origines sont multiples.

Visuals	Alt Text for visuals
https://stock.adobe.com/images/set-of-realistic-toggle-switches-in-on-and-off-positions-vector-button-illustration/156242153?prev_url=detail	Des interrupteurs à bascule (marche/arrêt)

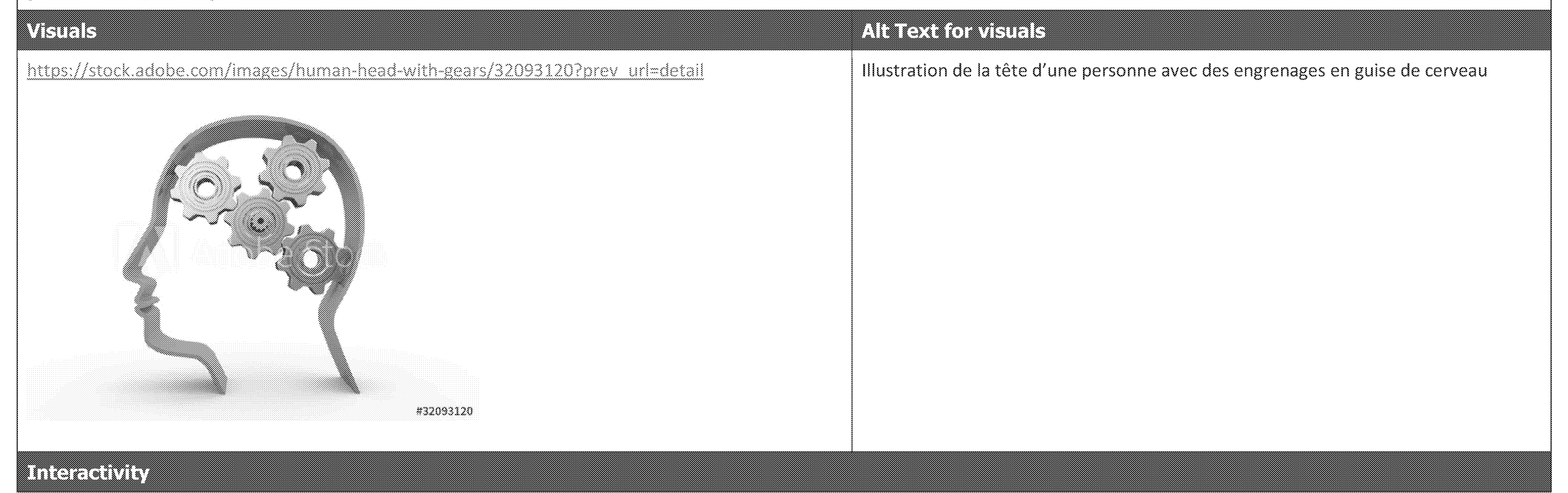
#156242153	
Interactivity	
Pop-Up	
Transcript Text	

Section Title	Les préjugés inconscients dans la pratique – exemples tirés de la recherche		
Content (below)		Content type:	Infographic

Les formes inconscientes de discrimination sont universelles. Voici quelques exemples de leur incidence sur notre processus décisionnel :
•Les policiers réduisent la vitesse des contraventions émises aux personnes qui ont le même prénom qu'eux;
•Les juges imposent des peines plus courtes aux défendeurs qui reçoivent leur sentence le jour de leur anniversaire;
•Les candidats à un emploi qui ont un nom d'origine indienne, pakistanaise ou chinoise ont moins de chance d'être convoqués à une entrevue que ceux qui ont un nom anglophone traditionnel;
•Dans les salles d'urgence, les patients blancs reçoivent des antidouleurs plus forts que les patients noirs ou hispaniques.

Pouvez-vous cerner quelques exemples où des préjugés inconscients peuvent avoir une incidence sur les décisions que nous prenons à titre d'ASF?

[Ressources : 4, 8 et 21]

Visuals	Alt Text for visuals
https://stock.adobe.com/images/human-head-with-gears/32093120?prev_url=detail 	Illustration de la tête d'une personne avec des engrenages en guise de cerveau

Interactivity

Pop-Up
Transcript Text

Section Title	Comment les préjugés inconscients peuvent-ils se transformer en profilage racial?	
Content (below)	**Content type:**	Quiz

Comme nous l'avons vu dans le module 2, les tribunaux canadiens estiment que, dans bien des cas, le profilage racial est causé par des croyances, des préjugés et des idées préconçues dont nous n'avons même pas conscience. Ainsi, même la personne la plus inclusive, juste et bien intentionnée peut être influencée par des stéréotypes au sujet d'une autre personne en fonction de sa race, de sa couleur, de son origine nationale ou ethnique ou de sa religion. Alors, que se passe-t-il dans notre cerveau pour que cela se produise?

Bien que certaines personnes aient des préjugés inconscients, cela ne signifie pas qu'elles sont en accord avec ces préjugés ou qu'elles doivent être définies par ces préjugés. Il se peut même qu'elles soient absolument contre ces préjugés. Toutefois, il est important de souligner que, même si vous n'aviez pas l'intention de traiter une personne différemment, il s'agit tout de même de discrimination pouvant avoir des résultats néfastes.

Examinez les étapes suivantes et placez-les dans le bon ordre afin de montrer comment les préjugés se transforment en profilage racial.

Les préjugés inconscients : au fil du temps, notre cerveau fait des associations automatiques inconscientes entre le groupe de personnes et le stéréotype. (Etape 2)

Le stéréotype : dans notre société, il existe des stéréotypes négatifs au sujet de personnes autochtones ou racialisées (p. ex. criminalité, fiabilité, crédibilité ou intelligence), lesquels sont soutenus par des messages explicites et implicites des médias. (Etape 1)

L'élément déclencheur : les préjugés inconscients sont souvent activés dans des situations inhabituelles ou nouvelles, ce qui nous pousse à traiter une personne comme si elle correspondait au stéréotype. (etape 3)

[Non protégé]

Le traitement différentiel : inconsciemment, ces associations automatiques peuvent influencer nos réactions et nos interactions avec cette personne, ce qui peut donner lieu à des comportements discriminatoires. (etape 4)	
Visuals	**Alt Text for visuals**
https://stock.adobe.com/images/male-hand-stopping-wooden-blocks-falling-over/171422687	Une main qui pousse un petit bloc de bois, ce qui fait tomber les autres blocs de bois comme des dominos
Interactivity	
Pop-Up	
Transcript Text	

Section Title	Que pouvons-nous faire pour mettre un frein à nos préjugés?		
Content (below)		Content type:	Infographic

Les préjugés inconscients sont difficiles à gérer, car nous ne savons pas qu'ils ont une influence sur nous. Toutefois, nous pouvons prendre certaines mesures au quotidien afin de freiner les préjugés inconscients et de limiter leurs effets sur notre compréhension, nos actions et nos décisions. En partant du principe que nos préjugés peuvent brouiller notre jugement quand nous ressentons de la pression, la police métropolitaine de Las Vegas a élaboré en 2011 une nouvelle politique en la matière. Un policier qui prend part à une poursuite à pied ne doit plus mettre la main sur la personne en fuite, si possible. Il incombe plutôt au policier qui lui vient en aide de procéder à l'arrestation, lequel se trouve normalement tout juste derrière. La poursuite à pied procure de l'adrénaline et du stress au policier, ce qui peut faire en sorte que ses décisions soient affectées par ses préjugés inconscients. La police de Las Vegas permet au policier plus calme d'arrêter le suspect, car ses préjugés ne sont pas autant intensifiés. Le recours à la force a connu une baisse de 23 % au cours de l'année suivant la mise en œuvre de la nouvelle politique.En partant du principe que nos préjugés peuvent brouiller notre jugement quand nous ressentons de la pression, la police métropolitaine de Las Vegas a élaboré en 2011 une nouvelle politique en la matière. Un policier qui prend part à une poursuite à pied ne doit plus mettre la main sur la personne en fuite, si possible. Il incombe plutôt au policier qui lui vient en aide de procéder à l'arrestation, lequel se trouve normalement tout juste derrière. La poursuite à pied procure de l'adrénaline et du stress au policier, ce qui peut faire en sorte que ses décisions soient affectées par ses préjugés inconscients. La police de Las Vegas permet au policier plus calme d'arrêter le suspect, car ses préjugés ne sont pas autant intensifiés. Le recours à la force a connu une baisse de 23 % au cours de l'année suivant la mise en œuvre de la nouvelle politique.
[Ressources : 19]

Appliquez les protocoles des ASF de manière cohérente et consciente :

•Utilisez les mêmes règles et règlements pour l'ensemble des Canadiens et des visiteurs, peu importe leur race, leur couleur, leur origine nationale ou ethnique et leur religion;
•Prenez le temps de bien réfléchir à vos actions et à ce qui vous pousse à agir ainsi (vous concentrez-vous sur des critères liés au comportement et à la situation?).

Traitez chaque personne comme un être unique :

•Considérez chaque voyageur comme une personne et non comme un membre d'un groupe donné;
•Considérez la situation du point de vue de l'autre personne (comment vit-elle la situation?).

Remettez vos suppositions en question :

•Évitez de tirer des conclusions hâtives au sujet d'une situation;
•Portez une attention particulière à vos pressentiments et à vos réactions instinctives (êtes-vous influencé par des stéréotypes?).

Apprenez-en plus sur les collectivités que nous desservons :

•Faites la connaissance des personnes faisant partie des groupes avec lesquels vous devez interagir;
•Mettez l'accent sur vos ressemblances et non sur vos différences.

Maintenez vos connaissances à jour et communiquez vos apprentissages à vos collègues :

•Rafraîchissez vos connaissances concernant les données, les tendances et les caractéristiques culturelles liées aux collectivités que nous desservons;
•Renseignez-vous sur la jurisprudence la plus récente ainsi que sur le profilage racial.

Visuals	Alt Text for visuals
https://stock.adobe.com/images/arrow-breaking-wall/119893345?prev_url=detail #119893345	Une flèche qui brise un mur de briques et le traverse

Interactivity
Pop-Up

Transcript Text

Section Title	Comment pouvons-nous renforcer la confiance du public envers notre approche inclusive?		
Content (below)		Content type:	Infographic

Les communautés autochtones et racialisées ne sont pas les seules à être visées par des stéréotypes et à faire face aux effets néfastes des préjugés inconscients. Les membres de ces collectivités et le grand public peuvent eux aussi avoir des préjugés à notre égard en raison de leurs expériences antérieures avec d'autres organismes d'exécution de la loi ainsi que de la couverture médiatique. Adopter une approche inclusive à l'égard des voyageurs nous permet de dissiper ces mythes et de renforcer la confiance du public envers notre légitimité. Il est important que tous les voyageurs aient l'impression d'avoir reçu un traitement équitable. Cela peut contribuer à améliorer les relations entre les communautés et notre organisation ainsi qu'à renforcer la coopération continue à l'égard de nos activités.

Communiquez de manière transparente :
•en adoptant une attitude respectueuse tout au long de vos interactions;
•en donnant une raison valable pour justifier vos actions (y compris toute fouille ou enquête supplémentaire);
•en remerciant les gens de leur coopération;
•en mettant l'accent sur la résolution des enjeux émergents et en maintenant une approche professionnelle (même si une personne est agitée ou mécontente).

Visuals	Alt Text for visuals
https://www.cbsa-asfc.gc.ca/multimedia/bomo-prio/menu-eng.html	Une ASF qui est assise à un bureau et qui sourit

Interactivity
Pop-Up
Transcript Text

Section Title	Quels sont les bienfaits d'offrir un service impartial pour l'ASFC?	
Content (below)	**Content type:**	Infographic

Comme mentionné précédemment, nos cerveaux ont développé des préjugés inconscients pour nous aider à interpréter rapidement le monde complexe dans lequel nous vivons. Nous ne pouvons pas éliminer ce processus, mais nous pouvons nous efforcer de limiter ses effets en accomplissant nos tâches d'ASF de façon impartiale. Cela signifie que nous devons prendre des décisions et des mesures fondées sur des faits et non sur des préjugés ou des opinions personnelles.

Fournir un service impartial nous aide à mieux accomplir nos tâches en ce qui a trait :
• à la sécurité : en évitant de concentrer nos efforts sur certains groupes de personnes, nous pouvons adopter une approche plus consciencieuse afin d'assurer la sécurité du Canada;
•au renforcement des relations : en faisant preuve de transparence au moment de communiquer avec les voyageurs, nous pouvons contribuer au renforcement d'une compréhension commune et des partenariats avec les collectivités que nous desservons;
•à la prise de décisions : en remettant en question les stéréotypes, nous pouvons appliquer nos protocoles de manière plus juste, exacte et objective;
•au caractère légitime de l'organisation : en favorisant la confiance des Canadiens et des visiteurs envers un service de qualité et exempt de toute forme de discrimination, nous pouvons accroître le respect envers notre travail.

Nous avons développé nos préjugés tout au long de notre vie; nous aurons donc besoin de motivation et de persévérance pour les gérer afin d'obtenir de meilleurs résultats pour tous.

Nous sommes les premiers visages que voient toutes les personnes désirant entrer au pays. Nous avons l'importante responsabilité ainsi que la précieuse occasion d'accueillir le monde au Canada.

En tant que ASF, nous sommes à la hauteur de cette tâche.

Visuals	Alt Text for visuals

[Non protégé]

https://www.youtube.com/watch?time_continue=154&v=9TbYxO4-Yj0 YouTube Border Modernization : Transforming for Tomorrow 36,723 views	Une famille dans un véhicule à une frontière terrestre qui donne ses pièces d'identité à un ASF
Interactivity	
Narrative	
Transcript Text	

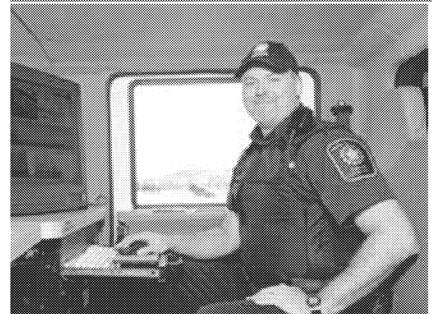
Section Title	Résumé		
Content (below)		**Content type:**	graphic

[Non protégé]

Dans ce dernier module, vous avez appris ce qui suit :
•les préjugés inconscients et automatiques qui influencent notre compréhension, nos actions et nos décisions;
•l'incidence de ces préjugés sur la prise de décisions (c.-à-d. lorsqu'ils ne sont pas surveillés, ils peuvent donner lieu à des décisions erronées);
•les méthodes de gestion de ces préjugés afin de fournir un service impartial;
•les façons de renforcer la confiance du public envers notre approche inclusive afin de créer des partenariats positifs avec les voyageurs.

Avant de terminer le cours, examinons vos apprentissages à l'aide d'un bref questionnaire.

Par la suite, vous aurez l'occasion de mettre vos apprentissages en pratique dans le cadre d'une mise en situation en lien avec votre travail.

Visuals	Alt Text for visuals
BSOs in a work setting: - e.g. https://ebtc.info/wp-content/uploads/2014/07/cbsa_burlington_presentation_2011.pdf 	Un ASF qui travaille à l'ordinateur

Interactivity
Audio

Transcript Text

Test Your Knowledge

[Please add appropriate "Knowledge check" icon]

Section Title	Question 1		
Question #	1.	Question Type:	Multiple Choice
On Screen Text			
Mettez à l'épreuve vos connaissances en répondant aux questions suivantes. **<u>Question 1</u>** Que sont les préjugés inconscients? • Des stéréotypes sociaux au sujet de certains groupes de personnes qui se forment sans que l'on en prenne conscience. *[Bonne réponse]* • Le fait de réserver un traitement distinct à une personne ou à un groupe, ce qui met généralement cette personne ou ce groupe en situation défavorable. *[Mauvaise réponse : il s'agit de la définition de la discrimination. Essayez de nouveau.]* • Le fait de croire qu'une race est supérieure à d'autres. *[Mauvaise réponse : il s'agit de la définition du racisme. Essayez de nouveau.]* **Rétroaction :** [Voir ci-dessus]			
Feedback			
Visuals		Alt Text for visuals	

Section Title	Question 2		
Question #	2.	Question Type:	Multiple Choice
On Screen Text			

Mettez à l'épreuve vos connaissances en répondant aux questions suivantes.

Question 2

Dans un environnement dynamique, la meilleure façon de prendre une décision est de se fier à son instinct. Le fait de se remettre en question n'est qu'une perte de temps. Vrai ou faux?

- Vrai. *[Mauvaise réponse : ce que vous considérez comme votre instinct peut être le fruit de vos préjugés. Essayez de nouveau.]*
- Faux. *[Bonne réponse : remettre vos suppositions en question vous aidera à prendre des décisions à la fois meilleures et plus objectives. Un peu de temps investi au préalable sera bénéfique et vous aidera à appliquer vos protocoles de façon impartiale.]*

Rétroaction :
[Voir ci-dessus]

Feedback	
	Alt Text for visuals

Section Title	Question 3		
Question #	3.	Question Type:	Multiple Choice
On Screen Text			
Mettez à l'épreuve vos connaissances en répondant aux questions suivantes. **Question 3** Quelle est la cause des préjugés inconscients? • Une idée préconçue envers certains groupes. *[Mauvaise réponse : essayez de nouveau.]* • Un manque de connaissances ou de renseignements. *[Mauvaise réponse : essayez de nouveau.]* • Un processus mental automatique. *[Bonne réponse : votre cerveau est programmé de façon à favoriser une prise de décisions instantanées. Vous n'êtes pas conscient que cela se produit, mais c'est bel et bien le cas, et en tout temps.]* **Rétroaction :** [Voir ci-dessus]			
Feedback			
Votre cerveau est programmé de façon à favoriser une prise de décisions instantanées. Vous n'êtes pas conscient que cela se produit, mais c'est bel et bien le cas, et ce, en tout temps.			
Visuals		Alt Text for visuals	

Section Title	Question 4		
Question #	4.	Question Type:	Matching Question
On Screen Text			

Mettez à l'épreuve vos connaissances en répondant aux questions suivantes.

Question 4

Certaines situations peuvent activer nos préjugés inconscients. Associez la situation avec son exemple.

- Activités discrétionnaires : p. ex. déterminer que le comportement d'une personne semble suspect. *[Il s'agit de l'un des éléments déclencheurs, mais il y en a d'autres. Essayez de nouveau.]*
- Situations inhabituelles ou nouvelles : p. ex. servir un voyageur qui a un vécu qui ne vous est pas familier. *[Il s'agit de l'un des éléments déclencheurs, mais il y en a d'autres. Essayez de nouveau.]*
- Situations difficiles et stressantes : p. ex. devoir prendre des décisions très rapidement. *[Il s'agit de l'un des éléments déclencheurs, mais il y en a d'autres. Essayez de nouveau.]*
- Événements à évolution rapide : p. ex. devoir gérer de multiples voyageurs qui ont tous des situations différentes, en même temps. *[Il s'agit de l'un des éléments déclencheurs, mais il y en a d'autres. Essayez de nouveau.]*
- Toutes ces réponses. *[Bonne réponse]*

Rétroaction :
[Voir ci-dessus]

Feedback	
Visuals	**Alt Text for visuals**

Section Title	Question 5		
Question #	5.	Question Type:	Text Input Question

On Screen Text

Mettez à l'épreuve vos connaissances en répondant aux questions suivantes.

Question 5

Même si nous ne pouvons pas éliminer complètement nos préjugés inconscients, nous pouvons prendre des mesures au quotidien pour limiter leurs effets négatifs. Sélectionnez l'option qui convient pour compléter les phrases.

- Appliquez les protocoles des ASF de manière **cohérente** et **consciente**.
- Traitez chaque personne **comme un être unique**.
- Remettez vos **suppositions** en question.
- Apprenez-en plus sur les **collectivités** que nous desservons.
- Tenez vos connaissances **à jour**.

Rétroaction :

[Voir ci-dessus]

Feedback

Visuals	Alt Text for visuals

Évaluation Finale

Évaluation finale

Scénario

Pour terminer le cours, nous allons procéder à une évaluation afin de vous permettre d'appliquer vos apprentissages à l'aide d'une mise en situation liée à votre travail. Le but est d'appliquer des pratiques impartiales au moment d'interagir avec les voyageurs et de communiquer de manière transparente afin qu'ils aient l'impression d'avoir reçu un traitement équitable.

Vous travaillez à l'aéroport et vous procédez à l'interrogatoire préliminaire afin de déterminer l'admissibilité des Canadiens et des visiteurs.

Étape 1: Un vol en provenance de Téhéran (en Iran) arrive à l'aéroport.

C'est le mois de janvier, et le vol a été retardé en raison des mauvaises conditions météorologiques. Les passagers devront être servis de manière efficace, car vous venez tout juste de gérer un volet complet en provenance de Stockholm (en Suède) et un autre vol en provenance de Lagos (au Nigeria) est sur le point d'atterrir.

QUOI FAIRE : Qu'est-ce qui est le plus important en ce moment? Sélectionnez la question qui correspond le mieux à la responsabilité de l'ASF

Question :

Pour appliquer les protocoles des ASF de façon consciente, je devrais me poser les questions suivantes :

☒ *Est-ce que cette situation peut susciter l'apparition de mes préjugés inconscients?*

☒ *Afin de servir ce groupe de voyageurs le plus rapidement possible, devrais-je prioriser mon instinct au protocole?*

Question :

Pour appliquer les protocoles des ASF de façon impartiale, je devrais me poser les questions

suivantes :

☒ *Est-ce que les stéréotypes négatifs de la société au sujet des personnes de ces pays pourraient avoir une incidence sur mes interactions avec ces voyageurs?*

☒*Quelles informations ai-je sur ces voyageurs qui pourraient influencer ma façon de les servir?*

Étape 2 : Un groupe de six personnes de tous âges (comprenant des enfants et des personnes âgées) est le prochain groupe en ligne.

La femme et les voyageurs plus âgés portent des symboles et des habits qui démontrent qu'ils sont musulmans. Vous remarquez que le jeune couple et les enfants tiennent des passeports canadiens, alors que le couple plus âgé semble avoir des passeports de couleur différente. La jeune femme du groupe s'approche de vous et vous remet leurs passeports.

QUOI FAIRE : Qu'est-ce qui est le plus important en ce moment? Sélectionnez la question qui correspond le mieux à la responsabilité de l'ASF.

Question :

Pour appliquer les protocoles des ASF de façon cohérente, je devrais me poser les questions

suivantes :

☒Comment devrais-je servir les voyageurs de cette appartenance religieuse?

☒Comment ai-je traité les voyageurs du vol précédent?

Question :

Afin de démontrer une attitude professionnelle et courtoise, je devrais me poser les questions suivantes :

☒Que puis-je faire pour offrir une expérience positive à ces voyageurs?

☒Comme je ne suis pas familier avec les gens qui pratiquent cette religion, puis-je demander des questions supplémentaires?

Étape 3: Vous demandez au groupe de voyageurs de s'approcher du comptoir.

ASF : « Bonjour – Hello. Est-ce que vous voyagez tous ensemble

aujourd'hui? »

Voyageuse : « Oui. Je voyage avec mes parents et mes enfants. C'est la première fois que mes parents viennent au Canada, et ils sont ici pour s'occuper des enfants pendant quelques mois. »

La femme a un accent très prononcé, et vous entendez le couple plus âgé parler dans une autre langue.

QUOI FAIRE : Qu'est-ce qui est le plus important en ce moment? Sélectionnez la question qui correspond le mieux à la responsabilité de l'ASF.

Question: Pour appliquer les protocoles des ASF de façon cohérente, je devrais me poser les questions

suivantes :

☒De quelle façon puis-je continuer de respecter le protocole lorsque je ne peux communiquer dans leur langue?

☒Est-ce que les caractéristiques racialisées de ces voyageurs peuvent avoir une incidence sur la façon dont je les perçois

Question:

Pour adopter une attitude professionnelle et courtoise, je devrais me poser les questions suivantes :

☒Est-ce que je devrais proposer au couple plus âgé d'avoir recours aux services d'un interprète?

☒Devrais-je hausser ma voix afin que ces voyageurs me comprennent?

Étape 4 : Les passeports sont en règle, mais il y a un élément qui attire votre attention.

Conformément au protocole, le groupe de voyageurs doit subir un examen secondaire pour valider les visas des visiteurs âgés.

QUOI FAIRE : Qu'est-ce qui est le plus important en ce moment? Sélectionnez la question qui correspond le mieux à la responsabilité de l'ASF.

Question: Pour appliquer les protocoles des ASF de façon consciente, je devrais me poser les questions

suivantes :

☒Si j'ai toujours effectué ceci de cette façon, puis-je croire que ça fonctionnera aussi dans cette situation?

☒Est-ce qu'un collègue aurait pris les mêmes décisions?

Question:

Pour appliquer les protocoles des ASF de façon impartiale, je devrais me poser les questions

suivantes :

☒Mes actions sont-elles basées sur mon instinct ou existe-t-il de multiples indicateurs permettant de valider cette décision?

☒Après avoir suivi le protocole, quelles sont les caractéristiques personnelles (telle que l'apparence physique) que je peux considérer pour valider ma décision?

Étape 5: Vous remettez les passeports canadiens aux voyageurs et vous leur expliquez les prochaines étapes.

ASF : « Merci. Nous devons poser quelques questions supplémentaires à vos parents afin de valider leurs visas. »

Vous remarquez que le groupe de voyageurs pose un regard quelque peu anxieux sur les passeports qui sont encore dans votre main. La jeune femme semble agitée.

La voyageuse pense : *« Pas encore! Pourquoi est-ce que ma famille et moi sommes toujours questionnés? Je suis vraiment gênée pour mes parents qui en sont à leur première visite au Canada. Que vont-ils penser? En plus, tout le monde nous regarde maintenant. »*

Voyageuse : « Est-ce vraiment nécessaire? Nous étions déjà fatigués après notre vol de sept heures, sans parler de la longue file ici. Je me dois de vous demander : parfois, j'ai l'impression que ces vérifications ne sont pas aléatoires, car ma famille et moi subissons régulièrement des vérifications supplémentaires pour diverses raisons quand nous revenons au Canada. Si ce n'est pas pour valider nos papiers, c'est pour vérifier nos bagages. J'aimerais que l'on m'explique pourquoi. »

QUOI FAIRE : Qu'est-ce qui est le plus important en ce moment? Sélectionnez la question qui correspond le mieux à la responsabilité de l'ASF.

Question:Pour appliquer les protocoles des ASF de façon impartiale, je devrais me poser les questions

suivantes :

☒Comment puis-je faire preuve de tolérance et de tact alors que ces voyageurs semblent contrariés?

☒Comment puis-je expliquer clairement les prochaines étapes?

Question:

Pour adopter une attitude professionnelle et courtoise, je devrais me poser les questions suivantes :

☒Comment puis-je faire preuve de tolérance et de tact alors que ces voyageurs semblent contrariés?

☒Si une personne est agitée, ne devrais-je pas clore la conversation, surtout lorsqu'il y a une grande file d'attente?

Section Title	Conclusion		
Content (below)		**Content type:**	graphic
Étape 5 : Conclusion : Vous devez expliquer clairement les motifs de votre décision.			

ASF: « Absolument. Vous avez été sélectionnés, car nous devons vérifier les documents de vos parents. Vous n'avez rien fait de mal; les examens secondaires font partie du processus frontalier normal. Mon collègue qui se trouve au bureau à gauche se fera un plaisir de vérifier tout cela pour vous. Il n'a besoin que de quelques minutes de votre temps, puis vous pourrez aller à la maison. Est-ce que cela répond à votre question? »

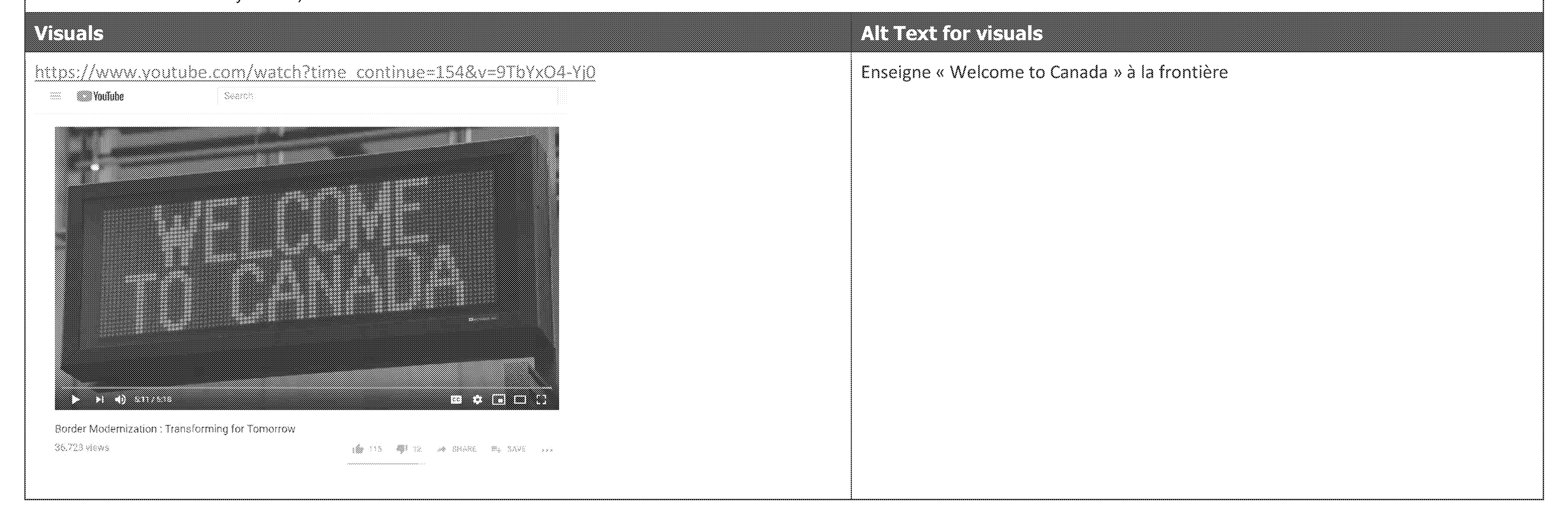
[La voyageuse pense : * « Wow, cette explication est très claire. Cela me donne confiance envers leurs façons de faire.*] »

Voyageuse : « Oui, merci beaucoup. Parfois, je redoute le passage à l'aéroport, mais cela est rassurant. Je vais simplement dire à mes parents quelle est la marche à suivre. »

Pendant que la voyageuse explique la situation à ses parents, l'ASF remarque que l'expression du groupe de voyageurs est plus positive.

Voyageuse : « Merci. Nous comprenons mieux le processus maintenant. »

ASF: « Passez une bonne journée, et bon retour au Canada. »

Visuals	Alt Text for visuals
https://www.youtube.com/watch?time_continue=154&v=9TbYxO4-Yj0 	Enseigne « Welcome to Canada » à la frontière

000491

Interactivity
Audio
Transcript Text

Remerciements

Ce cours est basé sur les pratiques exemplaires, les recherches et les cas de jurisprudence des ressources clés suivantes :

1. Alan Travis. « Stop and search reduction has led to fairer policing, says equality group ». *The Guardian* (6 juin 2013).
2. Commission des droits de la personne de l'Alberta (2012). *Racial Profiling Information Sheet*.
3. Association américaine d'anthropologie. *Understanding Race* – http://www.understandingrace.org.
4. Anupam B Jena, Cass R Sunstein et Tanner R Hicks. « The Benefit of Having the Same Name as a Police Officer ». *The New York Times* (4 août 2018).
5. Cory Collins. « What Is White Privilege, Really? » *Teaching Tolerance*. Numéro 60, automne 2018. Southern Poverty Law Center – https://www.tolerance.org/magazine/fall-2018/what-is-white-privilege-really.
6. Agence des droits fondamentaux de l'Union européenne (2010). *Pour des pratiques de police plus efficaces : Guide pour comprendre et prévenir le profilage ethnique discriminatoire*. Union européenne.
7. Commission sur l'égalité et les droits de la personne (2013). *Stop and Think Again: Towards race equality in police PACE stop and search.*
8. Kirwan Institute for the Study of Race and Ethnicity (2014). *State of the Science: Implicit Bias Review*.
9. L.A. Fridell (2017). Producing Bias-Free Policing: A Science-Based Approach. SpringerBriefs in Translational Criminology, DOI 10.1007/978-3-319-33175-1_2.
10. Commission ontarienne des droits de la personne. « A Review of Racial Profiling Jurisprudence ». *Racial Profiling and Human Rights*. Revue Canadian Diversity (volume 14, numéro 1, 2017).
11. Commission ontarienne des droits de la personne. Exemples de discrimination raciale (fiche) – http://www.ohrc.on.ca/fr/exemples-de-discrimination-raciale-fiche.
12. Commission ontarienne des droits de la personne (2003). *Un prix trop élevé : Les coûts humains du profilage racial*.
13. Commission ontarienne des droits de la personne (2005). *Politique et directives sur le racisme et la discrimination raciale*.
14. Commission ontarienne des droits de la personne (2016). *Mémoire présenté au ministère de la Sécurité communautaire et des Services correctionnels*.
15. Commission ontarienne des droits de la personne (2017). *Pris à partie : Rapport de recherche et de consultation sur le profilage racial en Ontario*.
16. Commission ontarienne des droits de la personne (2018). *Un impact collectif : Rapport provisoire relatif à l'enquête sur le profilage racial et la discrimination envers les personnes noires au sein du service de police de Toronto*.
17. PBS. Race: The Power of an Illusion – https://www.pbs.org/race/000_General/000_00-Home.htm.
18. Peggy McIntosh. « White Privilege: Unpacking the Invisible Knapsack » – www.case.edu/president/aaction/UnpackingTheKnapsack.pdf.
19. Phillip Atiba Goff. « Identity traps: How to think about race and policing ». *Behavioral Science & Policy*. Volume 2, numéro 2, 2016.
20. Ron Susswein. *Companion Guide – Attorney General Law Enforcement Directive No. 2005-1. Establishing an Official Statewide Policy Defining and Prohibiting the Practice of "Racially Influenced Policing".*
21. Rupa Banerjee, Jeffrey G. Reitz et Phil Oreopoulos (2017). « Do Large Employers Treat Racial Minorities More Fairly? ». *A New Analysis of Canadian Field Experiment Data*. Université de Toronto.
22. L'honorable Michael H. Tulloch (2018). *Rapport de l'examen indépendant des contrôles de routine*. Gouvernement de l'Ontario.
23. Service de police de Toronto. *Racially-Based Policing* (cours en ligne).

Ressources utiles

Pour obtenir du soutien ou des renseignements supplémentaires, consultez les ressources suivantes :

- le cours *Diversité et relations interraciales*;
- la Directive sur le traitement non discriminatoire (voir le chapitre 4 de la partie 1, lequel porte sur les problèmes touchant la sensibilisation du *Manuel de traitement des personnes*);
- le *Guide ENF – Contrôles aux points d'entrée* d'Immigration, Réfugiés et Citoyenneté Canada (2016);
- l'administration centrale à Ottawa pour toute question en lien avec l'application de la Directive;
- les initiatives sur la diversité et l'inclusion par l'entremise du service de l'équité en matière d'emploi et de la diversité de l'ASFC;
- pour un soutien immédiat, communiquez avec votre surintendant ou votre gestionnaire.

Glossaire

Préjugé*	Un jugement personnel et souvent déraisonnable fondé sur des idées préconçues.
Impartial (p. ex. service impartial)	Prendre des décisions et des mesures basées sur des faits, et non sur des préjugés ou des opinions personnelles.
Couleur	Par le passé, les termes « race » et « couleur » ont été utilisés de manière interchangeable. Toutefois, plus récemment, le terme « couleur » a été utilisé dans un contexte de hiérarchie fondée sur le spectre des couleurs de peau au sein d'un groupe racialisé. (Source : Joshua Sealy-Harrington et Jonnette Watson Hamilton [2018]. « Colour as a Discrete Ground of Discrimination ». Canadian Journal of Human Rights: [2018] 7:1 Can J Hum Rts.)
Discrimination*	Le fait de réserver un traitement distinct à une personne ou à un groupe, ce qui met généralement cette personne ou ce groupe en situation défavorable.
Origine ethnique	Les origines culturelles des ancêtres d'une personne. (Source : Dictionnaire du Recensement de 2006 de Statistique Canada)
Harcèlement*	Tout comportement inopportun et injurieux, d'une personne envers une ou des personnes et dont l'auteur savait ou aurait raisonnablement dû savoir qu'un tel comportement pouvait offenser ou causer préjudice.
Inclusivité	Une approche ou un environnement qui est juste, équitable, favorable, accueillant et respectueux. On y tient compte de la diversité des identités, des habiletés, des antécédents, des cultures, des aptitudes, des expériences et des points de vue, en plus de les valoriser et de les mettre à profit.

Non discriminatoire (p. ex. traitement non discriminatoire)	Exempt de toute forme de discrimination. Tous les employés de l'ASFC doivent valoriser la diversité et traiter chaque personne de façon juste et respectueuse.
Idée préconçue*	Une opinion ou un jugement (souvent défavorable) basé sur des faits non pertinents, des connaissances inadéquates ou des stéréotypes erronés. (Source : Commission des droits de la personne de l'Alberta)
Race	Ce terme est utilisé en référence à un groupe de personnes qui ont des traits physiques visibles en commun, comme la couleur de peau ou la texture des cheveux. Il s'agit d'un concept créé par la société pour marginaliser les personnes qui a été appliqué de multiples façons dans différentes parties du monde et tout au long de l'histoire.
Racialisé (p. ex. personnes racialisées)	Une personne est racialisée ou est reconnue comme un membre d'une « race » particulière en fonction de ses caractéristiques physiques ou d'autres caractéristiques personnelles. Des croyances bien ancrées dans la société ont fait en sorte que des stéréotypes négatifs sont associés à ces caractéristiques, ce qui a engendré des désavantages pour les personnes qui possèdent ces caractéristiques.
Racisme*	Le fait de croire qu'une race est supérieure à d'autres. Cela comprend aussi toute forme de comportement discriminatoire à l'égard d'autres races qui est fondé sur une telle croyance.
Discrimination raciale	Toute mesure ou décision qui fait en sorte qu'une personne ou un groupe est traité de manière négative en fonction de sa race. Au Canada, la *Loi canadienne sur les droits de la personne* offre une protection contre la discrimination sociale aux gens qui travaillent pour le gouvernement fédéral ou qui reçoivent des services offerts par celui-ci.
Profilage racial	Toute mesure prise par une ou plusieurs personnes en situation d'autorité ou par une organisation pour des raisons de sûreté, de sécurité ou de protection du public, qui repose sur des stéréotypes liés à des facteurs d'appartenance réelle ou présumée (p. ex. la race, la couleur, l'origine nationale ou ethnique ou la religion d'une personne) plutôt que sur des faits ou sur un soupçon raisonnable et qui a pour but d'isoler une personne ou un groupe à des fins d'examen ou de traitement particulier. Il s'agit d'une forme de discrimination.
Stéréotype*	Le fait de tirer des conclusions concernant un groupe de personnes ayant les mêmes caractéristiques, sans faire de distinction entre les individus.
Préjugé inconscient	Les stéréotypes sociaux au sujet de certains groupes de personnes que les individus forment sans en être conscients. (Source : bureau de la diversité et de la sensibilisation de l'Université de la Californie à San Francisco)

- = Pour en apprendre davantage, suivez le cours *Diversité et relations interraciales*.

Taylor, Duane

From: Griffiths, Karen
Sent: March 21, 2019 10:02 AM
To: Gauthier, Lyne
Subject: French course link - Prévention du profilage racial à la première linge

Good morning Lyne,

Here is a link to the French course that is in development. Module 1 has been completed, I have some more work in the BYB module (mainly the assessment section), but that won't take lone. The assessment results for the course are currently not working, Marc-André is working on that as I get the French course up.

Karen Griffiths
Elearning & Multimedia Developer / Développeur d'apprentissage en ligne & Multimédia
Canada Border Services Agency / Agence des services frontaliers du Canada
Government of Canada / Gouvernement du Canada
Karen.Griffiths@cbsa-asfc.gc.ca / Tel : 343-291-7472

Taylor, Duane

From: Kelly, Mary Ellen
Sent: June 4, 2018 12:44 PM
To: Parfitt, Kirsten; McCambley, Vickie
Subject: FW: 2018-06-08 - Racial Profiling Course research

Importance: High

Follow Up Flag: Follow up
Due By: June 8, 2018 09:00 AM
Flag Status: Completed

Kirsten,
I believe that Vickie's team has already been doing this research about what is in use but not likely in the question of using it as an interim measure. I will forward and then speak to her about it now.
Thank you

From: Parfitt, Kirsten
Sent: June 4, 2018 12:37 PM
To: Kelly, Mary Ellen <MaryEllen.Kelly@cbsa-asfc.gc.ca>
Cc: Taylor, Duane <Duane.Taylor@cbsa-asfc.gc.ca>; Comeau, Jacqueline <Jacqueline.Comeau@cbsa-asfc.gc.ca>
Subject: FW: 2018-06-08 - Racial Profiling Course research
Importance: High

Hello Mary-Ellen,

I am not sure is this is a Specialized Training request or if it is more suited for another manager so if it's not you, please advise asap.

If it is, please reach out to your network/community of practice to do some benchmarking on racing profile training and determine feasibility of use/access for CBSA employees as an interim measure.

Please ensure our federal, provincial and municipal police contacts as well as US and international Customs and Immigration services are canvassed, particularly RCMP, US CBP, ICE and the other B5 nations.

To me for 12 noon Friday, June 8.

Thank you,

Kirsten

From: Sharkey, Katie
Sent: June 4, 2018 12:08 PM
To: Parfitt, Kirsten <Kirsten.Parfitt@cbsa-asfc.gc.ca>
Cc: Taylor, Duane <Duane.Taylor@cbsa-asfc.gc.ca>; Comeau, Jacqueline <Jacqueline.Comeau@cbsa-asfc.gc.ca>; Melchers, Chantal <Chantal.Melchers@cbsa-asfc.gc.ca>
Subject: BF: 2018-06-08 - Racial Profiling Course research

Hi,

I just went to talk with Keren and have a tasking for you ☺

Please research and/or reach out to other OGD's to find out what kind of courses they offer, if any, specifically on racial profiling. Keren would like to know that we are looking into potential stop-gap measures in the interim while HRB establishes our own course.

Update on this is due to DGO by end of this week.

Thanks,
Katie Sharkey
Strategic Advisor, Human Resources Branch
Canada Border Services Agency / Government of Canada
Katie.Sharkey@cbsa-asfc.gc.ca / Tel: 613-948-3954 / TTY: 866-335-3237

Conseillère stratégique, Direction générale des ressources humaines
Agence des services frontaliers du Canada / Gouvernement du Canada
Katie.Sharkey@cbsa-asfc.gc.ca / Tél. : 613-948-3954 / ATS : 866-335-3237

From: Hawkins, Keren
Sent: June 1, 2018 5:09 PM
To: Mckay, Réa <Rea.Mckay@cbsa-asfc.gc.ca>; Fournier, Linne <Linne.Fournier@cbsa-asfc.gc.ca>; Durocher, Steven <Steven.Durocher@cbsa-asfc.gc.ca>
Cc: Parfitt, Kirsten <Kirsten.Parfitt@cbsa-asfc.gc.ca>; Sharkey, Katie <Katie.Sharkey@cbsa-asfc.gc.ca>; Melchers, Chantal <Chantal.Melchers@cbsa-asfc.gc.ca>;

Shivji-Prasad, Shahina <Shahina.Shivji-Prasad@cbsa-asfc.gc.ca>
Subject: FW: Approach

Hi – I understand that Charles called a meeting on this today (this morning) with the EVP's meeting this afternoon. You may already be aware of the intention to pull together materials for a briefing and response to media on Monday.

A bit of an update from Charles here with specific tasking. Linne/Steve/Kirsten we can connect Monday to see if what we've provided meets the test of what's needed. Not sure about Fallan Davis and how to reference that work.

Keren Hawkins
Director General, Human Resources Branch
Canada Border Services Agency / Government of Canada
Keren.Hawkins@cbsa-asfc.gc.ca / tel. 613-948-3328 / TTY: 866-335-3237

Directrice générale, Direction générale des ressources humaines
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Keren.Hawkins@asfc.gc.ca / tel. 613-948-3328 / TTY: 866-335-3237

From: Alimohamed, Natasha
Sent: June 1, 2018 5:01 PM
To: Hawkins, Keren <Keren.Hawkins@cbsa-asfc.gc.ca>; Slowey, Charles <Charles.Slowey@cbsa-asfc.gc.ca>; Lawrence, Andrew <Andrew.Lawrence@cbsa-asfc.gc.ca>; Horacsek, Meda-Cristina <Meda-Cristina.Horacsek@cbsa-asfc.gc.ca>; Lightfoot, Phil <Phil.Lightfoot@cbsa-asfc.gc.ca>; Andersson, Anita <Anita.Andersson@cbsa-asfc.gc.ca>; Thompson, Kathy <Kathy.Thompson@cbsa-asfc.gc.ca>; Doan, Minh <Minh.Doan@cbsa-asfc.gc.ca>; Lutfallah, Jennifer <Jennifer.Lutfallah@cbsa-asfc.gc.ca>; Leroux-Petersen, Dominic <Dominic.Leroux-Petersen@cbsa-asfc.gc.ca>; Blanchard, NathalieX <NathalieX.Blanchard@cbsa-asfc.gc.ca>; Blair, Claudette <Claudette.Blair@cbsa-asfc.gc.ca>
Cc: Sharkey, Katie <Katie.Sharkey@cbsa-asfc.gc.ca>
Subject: Re: Approach

Keren, on the call earlier today that took place, I raised the decision where the FC confirmed the CHRT's decision on their remedy requiring race-based training for BSOs that your area is working on with the support of Recourse who is managing this litigation for the Agency. Hope this helps clarify.

Have a good weekend, all.

Sent from my BlackBerry 10 smartphone on the Bell network.

From: Hawkins, Keren
Sent: Friday, June 1, 2018 4:50 PM

To: Slowey, Charles; Lawrence, Andrew; Horacsek, Meda-Cristina; Lightfoot, Phil; Andersson, Anita; Thompson, Kathy; Doan, Minh; Lutfallah, Jennifer; Leroux-Petersen, Dominic; Blanchard, NathalieX; Alimohamed, Natasha; Blair, Claudette
Cc: Sharkey, Katie
Subject: RE: Approach

Hi – I'm not aware of a call on this today. Trevor, Anita and Andrew/Meda if you could give me a call to explain I'd be happy to assist with training implications. Assume you are including managers' controls not just training.

Kathy's office did reach out to HRB for some information on existing training but was not aware of a call.

Keren Hawkins
Director General, Human Resources Branch
Canada Border Services Agency / Government of Canada
Keren.Hawkins@cbsa-asfc.gc.ca / tel. 613-948-3328 / TTY: 866-335-3237

Directrice générale, Direction générale des ressources humaines
Agence des services frontaliers du Canada / Gouvernement du Canada
Keren.Hawkins@asfc.gc.ca / tel. 613-948-3328 / TTY: 866-335-3237

From: Slowey, Charles
Sent: June 1, 2018 2:48 PM
To: Lawrence, Andrew <Andrew.Lawrence@cbsa-asfc.gc.ca>; Horacsek, Meda-Cristina <Meda-Cristina.Horacsek@cbsa-asfc.gc.ca>; Lightfoot, Phil <Phil.Lightfoot@cbsa-asfc.gc.ca>; Andersson, Anita <Anita.Andersson@cbsa-asfc.gc.ca>; Thompson, Kathy <Kathy.Thompson@cbsa-asfc.gc.ca>; Doan, Minh <Minh.Doan@cbsa-asfc.gc.ca>; Lutfallah, Jennifer <Jennifer.Lutfallah@cbsa-asfc.gc.ca>; Leroux-Petersen, Dominic <Dominic.Leroux-Petersen@cbsa-asfc.gc.ca>; Hawkins, Keren <Keren.Hawkins@cbsa-asfc.gc.ca>; Blanchard, NathalieX <NathalieX.Blanchard@cbsa-asfc.gc.ca>; Alimohamed, Natasha <Natasha.Alimohamed@cbsa-asfc.gc.ca>; Blair, Claudette <Claudette.Blair@cbsa-asfc.gc.ca>
Subject: Approach

Hi, thank you for all of the discussions today. Here is the high level approach we discussed:

(1) Analysis of data released (lead is Phil, with input from Meda, Trevor). File is being downloaded and analysis to be completed as soon as possible. Phil to confirm the timing.
(2) Addtl data extract (Meda leading on what is required with input from Phil, Trevor, Dominic and Anita). If possible to identify what is required today, then ISTB can evaluate time required to do the pull. Timing TBD.
(3) Outline of the reasons for referral, with examples (Jennifer, Andrew/Meda and Trevor) for early next week. This will be matched with the analysis to explain/rationale.
(4) The control framework, training etc to ensure bias-free environment (Trevor, Keren, Anita, Andrew/Meda) for early next week.

We will regroup on Monday on our progress.

Thanks, Charles

Taylor, Duane

From: McCambley, Vickie
Sent: June 8, 2018 12:23 PM
To: Pratt, Jason
Subject: FW: 2018-06-08 - Racial Profiling Course research

Thanks for preparing the response, Jason. I did a little bit of editing and you will find below the response I provided to Kirsten.

From: McCambley, Vickie
Sent: June 8, 2018 12:07 PM
To: Kirsten Parfitt (Kirsten.Parfitt@cbsa-asfc.gc.ca) <Kirsten.Parfitt@cbsa-asfc.gc.ca>
Cc: Taylor, Duane <Duane.Taylor@cbsa-asfc.gc.ca>; Comeau, Jacqueline <Jacqueline.Comeau@cbsa-asfc.gc.ca>
Subject: RE: 2018-06-08 - Racial Profiling Course research

Hi Kirsten,

Please see below our prepared response.

****

As per the Federal Court decision from the case, the CBSA must:

- Prepare training, separate from the existing on-line Diversity and Race Relations module, that includes discussions of the new policy or directive on race-based discrimination, as well as current case law concerning the phenomenon of racial profiling;
- Retain independent consultants with appropriate expertise with respect to the above noted matters to assist in the preparation of the required materials, policies or directives;
- Ensure that within a reasonable period of time, (i) all BSOs have been provided with the training mentioned above, (ii) adequate measures have been put into place to ensure the training is provided to new recruits, and is refreshed periodically as appropriate, and (iii) the CBSA provides confirmation to Ms. Davis and the Commission that these steps have been completed

With this in mind, TLSD has reached out to various partners in order to obtain any content and training materials they have developed on this topic. This exercise was undertaken to help with content development as well as the design process in order to possibly shorten the time required to develop the CBSA learning product. We have posted on GcConnex as well as leveraged existing contacts with our partners in OGDs.

In total, 11 areas have been contacted to date, which include:

- ESDC
- CSPS
- Shared Services
- CFIA
- CAS
- DND
- Justice Canada
- Health Canada
- Toronto Police Services
- Ottawa Police services
- RCMP

The results of our outreach are:

- Received some level of response from 8 partners including those who have no training available.
- Access has been granted for viewing purposes only of the Racial Profiling course developed by Toronto Police Services. This course is available via the CPKN network and TLSD will be reviewing it from a learning perspective next week.
- ESDC is working on providing access to their Unconscious Bias training product, but our contact is currently awaiting approval to do so.
- CFIA has recommended contacting the Canadian Centre for Diversity and Inclusion (CCDI) as the Halton Regional Police have used them to produce a curriculum for them. In addition, they recommended having someone from iexpressions.ca have a discussion on unconscious bias.
- Ottawa Police Services (OPS) uses a program developed by a U.S. company called Fair and Impartial Policing. OPS cannot share the content with us due to copyright issues.

As information is still being received, we have developed a tracker that can be found here: This is an evergreen document, which we will continue to use to track all information received regarding existing racial profiling content. This information and the tracker have also been shared with members of Linne Fournier's team, who is the OPI for this file.

If you have any questions on the above you can contact Vickie McCambley or Jason Pratt.

From: Kelly, Mary Ellen
Sent: June 4, 2018 12:44 PM
To: Parfitt, Kirsten <Kirsten.Parfitt@cbsa-asfc.gc.ca>; McCambley, Vickie <Vickie.McCambley@cbsa-asfc.gc.ca>
Subject: FW: 2018-06-08 - Racial Profiling Course research
Importance: High

Taylor, Duane

From: Krilow, Anthony
Sent: May 27, 2019 02:44 PM
To: Bacon, Jason
Cc: Durocher, Steven; Goddard, Jeffrey; Lamons, Shantel
Subject: FW: Action Required: Mandatory Training for Frontline Officers - Preventing Racial Profiling at the Frontline (H1015-P)

Hello Jason (in Steven Durocher's absence):

The question of applicability always comes up in regards to EID officers in the context of frontline training. The email below refer to a number of different descriptions of who must take the course:

- All frontline officers (and all officers that interact with the public)
- All front line officers and managers
- All frontline officers, superintendents and chiefs of operations

Has there been any discussion as to which "frontline" officers in EID are required to take the training? Inland Enforcement Officers, Detentions Officers, Enforcement Case Officers, Hearings Officers and Hearings Advisors all interact with the public, some more regularly than others do. Intel Officers and Criminal Investigators occasionally interact with the public, but mainly when performing surveillance or conducting search warrants. Managers and ADs generally interact with the public in the form of partners and stakeholders.

Our regional EID team just needs to know so they can track completion rates.

Please advise.

Anthony Krilow

A/Manager, Program Services, Operations Branch
Canada Border Services Agency / Government of Canada
Anthony.Krilow@cbsa-asfc.gc.ca / Tel: 604-666-0601 / TTY: 866-335-3237

Gestionnaire, Services aux programmes, Direction générale des opérations
Agence des services frontaliers du Canada / Gouvernement du Canada
Anthony.Krilow@cbsa-asfc.gc.ca / Tél: 604-666-0601/ ATS : 866-335-3237

From: CBSA-ASFC_Regional_Task_Tracking-Suivi_des_tâches_régionales <Regional_Task_Tracking-Suivi_des_taches_regionales@cbsa-asfc.gc.ca>
Sent: May 10, 2019 1:11 PM
To: Auclair, Rachel <Rachel.Auclair@cbsa-asfc.gc.ca>; CBSA-ASFC_ATL-ATL_CPSD_Taskings-DSOP_Tâches <NP156EXC16G@cbsa-asfc.gc.ca>; Lebrun, Yvette <Yvette.Lebrun@cbsa-asfc.gc.ca>; Markell, Lance <Lance.Markell@cbsa-asfc.gc.ca>; Grant, Maryon <Maryon.Grant@cbsa-asfc.gc.ca>; Cuvalo, Marija <Marija.Cuvalo@cbsa-asfc.gc.ca>; QUE_Suivis_Services_corporatifs_et_programmes <QUE_Suivis_Services_corporatifs_et_programmes@cbsa-asfc.gc.ca>; PRA_CBSA-ASFC_Region, Programs <Programs.PRA_CBSA-ASFC_Region@cbsa-asfc.gc.ca>; Taylor, Carrie <Carrie.Taylor@cbsa-asfc.gc.ca>; Ridley, Jessica <Jessica.Ridley@cbsa-asfc.gc.ca>; McKinnon, Chastity <Chastity.McKinnon@cbsa-asfc.gc.ca>
Cc: Modler, Greg <Greg.Modler@cbsa-asfc.gc.ca>; Baxter, Stephen <Stephen.Baxter@cbsa-asfc.gc.ca>; Gaudreault, Philippe <Philippe.Gaudreault@cbsa-asfc.gc.ca>; Lamarche, Lynne <Lynne.Lamarche@cbsa-asfc.gc.ca>; Durocher, Steven <Steven.Durocher@cbsa-asfc.gc.ca>; Charland, Louis <Louis.Charland@cbsa-asfc.gc.ca>; Hussey, Tila <Tila.Hussey@cbsa-asfc.gc.ca>
Subject: Mandatory Training for Frontline Officers - Preventing Racial Profiling at the Frontline (H1015-P) / Formation obligatoire pour les agents de première ligne – Prévention du profilage racial à la première ligne (H1015-P)

Amended tasking - for re - dissemination / Tache modifiée - pour la re-distribution

Thank you / merci

****

Good day,

The Agency is committed to nurturing a culture that is founded on values and ethics of the Public Service of Canada and the CBSA, and in which all employees conduct themselves in a way that upholds the integrity of CBSA programs and demonstrates professionalism in your day to day activities.

Our CBSA values of Respect, Integrity and Professionalism guide our interactions with members of the public. We demonstrate these values in a number of ways, including, by never making abusive, derisive, threatening, insulting, offensive or provocative statements or gestures to or about another person.

The CBSA value of Respect encompasses all that we do to value the inherent dignity of all people. Frontline officers show respect by never engaging in discriminatory or harassing behaviour. The *Canadian Human Rights Act (CHRA)* prohibits all CBSA employees from discriminatory practices based on one or more grounds of discrimination. Discriminatory practices include denying someone a service or accommodation or

providing someone services or accommodation in a way that treats them adversely and differently. As professionals, we are all aware of our CHRA obligations in the conduct of our duties and in our interactions with the public.

As you may be aware, the *Canadian Human Rights Tribunal* issued a decision which stipulated that training, separate from the existing on-line Diversity and Race Relations module, that focuses on race-based discrimination and profiling be established.

That said, the course, *Preventing Racial Profiling at the Frontline (H1015-P)* can be accessed in your My Learning profile. Please note that if you already completed the training using the link provided in the previous message, you will be required to complete the training again to ensure that your learning profile is updated to reflect that the training was completed.

All frontline officers (and all officers that interact with the public) **are required to complete the mandatory course on** ***Preventing Racial Profiling at the Frontline*****, and are asked to do so by** ***October 31, 2019*****.**

We ask that all Regional management highlight the importance of completing this training in a timely fashion, and, as we approach peak travel periods, remind all frontline officers to ensure they carry out their duties in a professional and respectful manner.

Should you have any questions regarding the training please contact Steven Durocher.

Thank you in advance for your cooperation.

Lynne Lamarche

Director, Traveller Operations Division, Operations Branch
Canada Border Services Agency / Government of Canada
lynne.lamarche@cbsa-asfc.gc.ca / Tel: 613-941-5550 / TTY: 866-335-3237

Directrice, Division des opérations liées aux voyageurs,
Direction générale des opérations
Agence des services frontaliers du Canada / Gouvernement du Canada
lynne.lamarche@cbsa-asfc.gc.ca / Tél: 613-941-5550 / ATS: 866-335-3237

From: Redmond, Linell
Sent: May 7, 2019 12:26 PM
To: PAC-Dist_RMC <PAC-Dist_RMC@cra-arc.gc.ca>
Cc: Black, Catherine <Catherine.Black@cbsa-asfc.gc.ca>; Krilow, Anthony <Anthony.Krilow@cbsa-asfc.gc.ca>; Lamons, Shantel <Shantel.Lamons@cbsa-asfc.gc.ca>; Goddard, Jeffrey <Jeffrey.Goddard@cbsa-asfc.gc.ca>
Subject: FW: Action Required: Mandatory Training for Frontline Officers - Preventing Racial Profiling at the Frontline

(H1015-P) / Formation obligatoire pour les agents de première ligne – Prévention du profilage racial à la première ligne (H1015-P)

Good afternoon,

Please be aware that all front line officers and managers are required to complete the Preventing Racial Profiling at the Frontline (H1015-P) online course by October 31, 2019. This course was designed as a response to the Canadian Human Rights Tribunal decision, which stipulated that training focusing on race-based discrimination and profiling be established.

Thanks for your attention on this matter.

Linell Redmond
A/Assistant Director, Program Services, Operations Branch
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Linell.Redmond@cbsa-asfc.gc.ca / Tel: 604-666-6754 / TTY: 866-335-3237

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Linell.Redmond@cbsa-asfc.gc.ca / Tél. : 604-666-6754 / ATS : 866-335-3237

From: CBSA-ASFC_Regional_Task_Tracking-Suivi_des_tâches_régionales <Regional_Task_Tracking-Suivi_des_taches_regionales@cbsa-asfc.gc.ca>
Sent: May 6, 2019 1:25 PM
To: Auclair, Rachel <Rachel.Auclair@cbsa-asfc.gc.ca>; CBSA-ASFC_ATL-ATL_CPSD_Taskings-DSOP_Tâches <NP156EXC16G@cbsa-asfc.gc.ca>; Lebrun, Yvette <Yvette.Lebrun@cbsa-asfc.gc.ca>; Markell, Lance <Lance.Markell@cbsa-asfc.gc.ca>; Grant, Maryon <Maryon.Grant@cbsa-asfc.gc.ca>; Cuvalo, Marija <Marija.Cuvalo@cbsa-asfc.gc.ca>; QUE_Suivis_Services_corporatifs_et_programmes <QUE_Suivis_Services_corporatifs_et_programmes@cbsa-asfc.gc.ca>; PRA_CBSA-ASFC_Region, Programs <Programs.PRA_CBSA-ASFC_Region@cbsa-asfc.gc.ca>; Taylor, Carrie <Carrie.Taylor@cbsa-asfc.gc.ca>; Ridley, Jessica <Jessica.Ridley@cbsa-asfc.gc.ca>; McKinnon, Chastity <Chastity.McKinnon@cbsa-asfc.gc.ca>
Cc: Modler, Greg <Greg.Modler@cbsa-asfc.gc.ca>; Baxter, Stephen <Stephen.Baxter@cbsa-asfc.gc.ca>; Gaudreault, Philippe <Philippe.Gaudreault@cbsa-asfc.gc.ca>; Lamarche, Lynne <Lynne.Lamarche@cbsa-asfc.gc.ca>; Durocher, Steven <Steven.Durocher@cbsa-asfc.gc.ca>; Charland, Louis <Louis.Charland@cbsa-asfc.gc.ca>
Subject: Mandatory Training for Frontline Officers - Preventing Racial Profiling at the Frontline (H1015-P) / Formation obligatoire pour les agents de première ligne – Prévention du profilage racial à la première ligne (H1015-P)

For your action / Veuillez donner suite

Thank you / merci

English Version * La version française suit *****

Good day,

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The CBSA value of Respect encompasses all that we do to value the inherent dignity of all people. Frontline officers show respect by never engaging in discriminatory or harassing behaviour. The *Canadian Human Rights Act (CHRA)* prohibits all CBSA employees from discriminatory practices based on one or more grounds of discrimination. Discriminatory practices include denying someone a service or accommodation or providing someone services or accommodation in a way that treats them adversely and differently. As professionals, we are all aware of our CHRA obligations in the conduct of our duties and in our interactions with the public.

As you may be aware, the *Canadian Human Rights Tribunal* issued a decision which stipulated that training, separate from the existing on-line Diversity and Race Relations module, that focuses on race-based discrimination and profiling be established.

That said, the course, *Preventing Racial Profiling at the Frontline (H1015-P)* is now available on My Learning.

All frontline officers, superintendents and chiefs of operations* are required to complete the mandatory course on *Preventing Racial Profiling at the Frontline*, and are asked to do so by *October 31, 2019.

We ask that all Regional management highlight the importance of completing this training in a timely fashion, and, as we approach peak travel periods, remind all frontline officers to ensure they carry out their duties in a professional and respectful manner.

Should you have any questions regarding the training please contact Steven Durocher.

Thank you in advance for your cooperation.

Version française * The English version precedes *****

Bonjour,

L'Agence s'engage à favoriser une culture axée sur ses valeurs et principes d'éthique, ainsi que sur ceux de la fonction publique du Canada, de façon à ce que tous ses employés affichent un comportement qui soutient l'intégrité de ses programmes et effectuent leurs activités quotidiennes avec professionnalisme.

Les valeurs de l'ASFC liées au respect, à l'intégrité et au professionnalisme guident nos interactions avec les membres du public. Nous démontrons ces valeurs de plusieurs façons, notamment en ne faisant jamais de déclarations ou de gestes offensants, ironiques, menaçants, insultants, blessants ou provocateurs à l'intention d'une personne ou à son sujet.

La valeur de l'ASFC liée au respect englobe tous les gestes que nous accomplissons pour respecter la dignité inhérente de toutes les personnes. Les agents de première ligne font preuve de respect en n'adoptant jamais un comportement discriminatoire ou constituant du harcèlement. La *Loi canadienne sur les droits de la personne* *(CHRA)* interdit à tous les employés de l'ASFC de mener des actes discriminatoires fondés sur au moins un des motifs de discrimination. Ces actes discriminatoires comprennent le fait de priver une personne d'un service ou d'une mesure d'adaptation ou le fait de la défavoriser au moment de lui fournir un service ou de mettre en place une mesure d'adaptation. En tant que professionnels, nous connaissons nos obligations aux termes de la LCDP dans le cadre de nos fonctions et de nos interactions avec le public.

Comme vous le savez peut-être, le *Tribunal canadien des droits de la personne* (TCDP) a rendu une décision exigeant l'élaboration d'une formation distincte du module de formation en ligne, Diversité et relations interraciales, sur la discrimination et le harcèlement fondés sur la race.

Cela dit, le cours, *Prévention du profilage racial à la première ligne (H1015-P)* est maintenant offert sur « Mon apprentissage ».

Tous les agents de première ligne, les surintendants et les chefs d'opérations doivent avoir suivi le cours intitulé *Prévention du profilage racial* à la première ligne *d'ici le 31 octobre 2019.*

Nous demandons à tous les gestionnaires régionaux de souligner l'importance de suivre cette formation en temps opportun et, alors que la période de pointe pour les voyages approche à grands pas, de rappeler aux agents de première ligne la nécessité d'accomplir leurs fonctions avec professionnalisme et respect.

Si vous avez des questions au sujet de cette formation, veuillez communiquer avec Steven Durocher.

Je vous remercie d'avance de votre collaboration.

Lynne Lamarche

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Directrice, Division des opérations liées aux voyageurs,
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lynne.lamarche@cbsa-asfc.gc.ca / Tél: 613-941-5550 / ATS: 866-335-3237

Taylor, Duane

From: Plouffe Jarvis, Julie on behalf of Demers, Ann
Sent: December 22, 2017 12:09 PM
To: Radi, Madona
Cc: Meunier, Christiane
Subject: FW: Additional Input received from MSR on the MSR templates

Categories: Team

Good afternoon,

At the moment it's unclear as to exactly what the need will be as the curriculum strategy and needs haven't been defined. Bearing in mind that the Awkwesasne training was a two day in class, below is the cost for the design and development of a two day course *without delivery figures being included*:

2 day New Design basic **in-class End-User** course

Activity	Salary (2 day course)	O&M (2 day course)
Design Costs:		
Design Costs (PE03 Salary * 0.26)	$21,446	
Translation[1]		$10,000
SME Travel[2]		$500
SME Accomodation[3]		$1,750
SME Per Diem[4]		$1,438
Design Sub-Total	$21,446	$13,688
Design Total (Salary + O&M)	**$35,134**	

For any changes to the duration of the course, these figures would need to be updated.

In addition, there is a possible need for an unspecified number of online training products/hours. Below is the cost to develop 1 hour of online training. For each additional hour, the salary and translations costs would need to be multiplied by the number of hours. If multiple Subject Matter Experts are required, the associated SME costs would need to be multiplied by the number of SMEs.

1 hour New Design basic **online** course

Activity	Salary (1 hour course)	O&M (1 hour course)
Design Costs:		
TLSD Time (PE03 Salary * .06)	$4,970	
TLSD Time (GT04 Salary *.055)	$3,921	
Translation[1]		$5,000
SME Travel[2]		$500
SME Accomodation[3]		$1,750
SME Per Diem[4]		$1,438
Design Sub-Total	$8,891	$8,688
Design Total (Salary + O&M)	$17,579	

Happy Holidays!

Julie Plouffe Jarvis for:

Ann Demers
Director, Training and Learning Solutions Division/
Directrice, Division des solutions de formation et d'apprentissage
Human Resources Branch/Direction générale des ressources humaines
Canada Border Services Agency/Agence des services frontaliers du Canada
(343) 291-6691
Ann.demers@cbsa-asfc.gc.ca



From: Radi, Madona <Madona.Radi@cbsa-asfc.gc.ca>
Sent: Thursday, December 21, 2017 3:33 PM
To: Demers, Ann; Nguyen, Nhung; Fournier, Linne
Cc: Pritchard, Keith; Chhotu, Sanjay
Subject: RE: Additional Input received from MSR on the MSR templates

How much will it cost to just develop the regional specific training curriculum?

Thank you,
Madona

From: Demers, Ann
Sent: December 21, 2017 3:08 PM
To: Radi, Madona <Madona.Radi@cbsa-asfc.gc.ca>; Nguyen, Nhung <Nhung.Nguyen@cbsa-asfc.gc.ca>; Fournier, Linne <Linne.Fournier@cbsa-asfc.gc.ca>
Cc: Pritchard, Keith <Keith.Pritchard@cbsa-asfc.gc.ca>; Chhotu, Sanjay <Sanjay.Chhotu@cbsa-asfc.gc.ca>
Subject: RE: Additional Input received from MSR on the MSR templates

The delivery portion of the estimate is based on the assumption that all land-border BSOs (4,000) would require 2 days of training. If not all ports of entry will require the training, this number can be reduced accordingly. The salary assumption for the delivery portion is below for your reference:

[7]assumption that ½ will attend on OT and ½ would be on regular time, requiring backfill. Total salary requirement to train all land border BSOs is $3,775,696

- Salary would be BSO salary for 2 days at OT rate for shift workers (1.75%)
- Hourly wage - 35.96$; number of hours – 15; number of officers – 4,000;
- Total salary for participants is 4,000*((70,120/1950)*15*1.75)= $3,775,696

I also agree that references to racial profiling can be removed from the Annex and a mention could be made to the existing Racial Profiling Prevention and Awareness online training, or it may be sufficient to simply remove the reference to profiling in the Annex without any reference to profiling, if appropriate.

From: Radi, Madona
Sent: December 20, 2017 4:59 PM
To: Demers, Ann <Ann.Demers@cbsa-asfc.gc.ca>; Nguyen, Nhung <Nhung.Nguyen@cbsa-asfc.gc.ca>; Fournier, Linne <Linne.Fournier@cbsa-asfc.gc.ca>
Cc: Pritchard, Keith <Keith.Pritchard@cbsa-asfc.gc.ca>; Chhotu, Sanjay <Sanjay.Chhotu@cbsa-asfc.gc.ca>
Subject: RE: Additional Input received from MSR on the MSR templates

Thank you for the additional information.

To clarify,

Also, regarding your below text, we should remove from the Annex "the subject of profiling was to be included in the Mandatory Cultural Awareness Training" and add "the Agency is creating a Racial Profiling Prevention and Awareness online training". Is my understanding accurate?

Has your DG approved this new content?

Madona

From: Demers, Ann
Sent: December 20, 2017 1:14 PM
To: Radi, Madona <Madona.Radi@cbsa-asfc.gc.ca>; Nguyen, Nhung <Nhung.Nguyen@cbsa-asfc.gc.ca>; Fournier, Linne <Linne.Fournier@cbsa-asfc.gc.ca>
Cc: Pritchard, Keith <Keith.Pritchard@cbsa-asfc.gc.ca>; Chhotu, Sanjay <Sanjay.Chhotu@cbsa-asfc.gc.ca>
Subject: RE: Additional Input received from MSR on the MSR templates

Hi Madona,

It was noted in the Annex provided that the subject of profiling was to be included in the Mandatory Cultural Awareness Training. This is to inform you that TLSD in engaged with the OPI for Employment Equity, Diversity and Official Languages to create a Racial Profiling Prevention and Awareness online training. This training is as a result of the case and the OPI will be working with an independent contractor to develop content related to this subject. Pending content completion, TLSD is scheduled to work on this product in FY 18-19.

Ann

From: Radi, Madona
Sent: December 19, 2017 7:02 PM
To: Nguyen, Nhung <Nhung.Nguyen@cbsa-asfc.gc.ca>; Demers, Ann <Ann.Demers@cbsa-asfc.gc.ca>; Fournier, Linne <Linne.Fournier@cbsa-asfc.gc.ca>

Cc: Pritchard, Keith <Keith.Pritchard@cbsa-asfc.gc.ca>; Chhotu, Sanjay <Sanjay.Chhotu@cbsa-asfc.gc.ca>
Subject: Re: Additional Input received from MSR on the MSR templates

Here you go.

Madona

From: Nguyen, Nhung
Sent: Tuesday, December 19, 2017 6:16 PM
To: Radi, Madona; Demers, Ann; Fournier, Linne
Cc: Pritchard, Keith; Chhotu, Sanjay
Subject: RE: Additional Input received from NOR on the MSR templates

Hi Madona:

We didn't receive an attachment. Would you be able to re-send?

Many thanks,

Nhung

From: Radi, Madona
Sent: December 19, 2017 3:22 PM
To: Demers, Ann <Ann.Demers@cbsa-asfc.gc.ca>; Fournier, Linne <Linne.Fournier@cbsa-asfc.gc.ca>; Nguyen, Nhung <Nhung.Nguyen@cbsa-asfc.gc.ca>
Cc: Pritchard, Keith <Keith.Pritchard@cbsa-asfc.gc.ca>; Chhotu, Sanjay <Sanjay.Chhotu@cbsa-asfc.gc.ca>
Subject: RE: Additional Input received from NOR on the MSR templates

As we need to send these templates to the EVP and the President this week, would you be able to provide input by noon tomorrow?

Thank you,
Madona

From: Radi, Madona
Sent: December 14, 2017 3:54 PM
To: Demers, Ann <Ann.Demers@cbsa-asfc.gc.ca>; Fournier, Linne <Linne.Fournier@cbsa-asfc.gc.ca>
Cc: Pritchard, Keith <Keith.Pritchard@cbsa-asfc.gc.ca>; Chhotu, Sanjay <Sanjay.Chhotu@cbsa-asfc.gc.ca>
Subject: Additional Input received from NOR on the MSR templates

Good afternoon Linne and Ann,

I am writing to seek your thoughts on an additional comment that we have received from NOR related to the Mandatory culture training in the MSR template. Specifically, under the cost implications of the attached template, NOR believes that in the creation of regional specific programs "*...200K is low. CBSA pays MCA 1.1k per employee and so far has spent over 40k, which does not include overtime costs nor costs associated with development of training*."

Do you believe this statement is accurate and should we consider raising the costing for this proposed initiative? If so, what would you believe is a reasonable amount?

Thank you,

Madona

Taylor, Duane

From: McCambley, Vickie
Sent: October 25, 2018 11:56 AM
To: Pratt, Jason
Subject: FW: Amend 1000343840 - Req to be increased
Attachments: 1000343840.pdf; P2010-RacialProfiling-DIV2018_v2.pdf; Scan of Requisition Racial profiling

Fyi..

From: Bacon, Jason
Sent: October 25, 2018 9:48 AM
To: McCambley, Vickie <Vickie.McCambley@cbsa-asfc.gc.ca>
Cc: Taylor, Duane <Duane.Taylor@cbsa-asfc.gc.ca>; Comeau, Jacqueline <Jacqueline.Comeau@cbsa-asfc.gc.ca>; Sasaki, Karen <Karen.Sasaki@cbsa-asfc.gc.ca>
Subject: FW: Amend 1000343840 - Req to be increased

Vickie,

It would appear as though the contract has been signed.

I'll have my team reach out to GM to initiate contact.

Thanks

Jason

From: Senior, Martine
Sent: October 25, 2018 8:35 AM
To: Bacon, Jason <Jason.Bacon@cbsa-asfc.gc.ca>
Subject: FW: Amend 1000343840 - Req to be increased

Good morning Jason,

Thank you for your voice mail message; I sent the signed requisition yesterday afternoon.

Please let me know if you need further information.

Have a wonderful day,
Martine

From: Senior, Martine
Sent: October 24, 2018 4:11 PM
To: Devlin, Anik <Anik.Devlin@cbsa-asfc.gc.ca>
Subject: FW: Amend 1000343840 - Req to be increased

Good day Anik,

Oh my! I thought I had sent it to you; I totally forgot. My apologies! Please find attached the signed form by my Director.

Many apologies,
Martine

From: Devlin, Anik
Sent: October 24, 2018 3:20 PM
To: Senior, Martine <Martine.Senior@cbsa-asfc.gc.ca>
Subject: RE: Amend 1000343840 - Req to be increased

Good day Martine,

Simply following up on the signature of the revised requisition. Could you please return it to my attention since I cannot award the contract until then.

Anik Devlin

A/Senior Contracting Officer
Strategic Procurement Division (SPD) | Finance and Corporate Management Branch
Canada Border Services Agency | Government of Canada
Anik.Devlin@cbsa-asfc.gc.ca | Tel. : 343-291-6909

Agente d'approvisionnement principal p.i.
Division de l'approvisionnement stratégiques (DAS) | Direction générale des finances et de la gestion organisationnelle
Agence des services frontaliers du Canada | Gouvernement du Canada
Anik.Devlin@cbsa-asfc.gc.ca | Tel. : 343-291-6909

From: CBSA-ASFC, Contracting-Contrats
Sent: October 18, 2018 2:41 PM
To: Senior, Martine <Martine.Senior@cbsa-asfc.gc.ca>
Cc: Devlin, Anik <Anik.Devlin@cbsa-asfc.gc.ca>; CBSA-ASFC, Contracting-Contrats <Contracting@cbsa-asfc.gc.ca>
Subject: Amend 1000343840 - Req to be increased
Importance: High

Hi

Please find attached amended requisition 1000343840 for signature

Thank you

Normand Guindon
Strategic Procurement and Materiel Management Dvision (SPMMD) / Division de l'approvisionnement et de la gestion des biens stratégiques (DAGBS)
Comptrollership Branch / Direction générale du contrôle
Canada Border Services Agency / l'Agence des services frontaliers du Canada
355 North River Road, Vanier Tower B, 17th Floor | 355 rue North River, Tour B, 17eime étage
Ottawa (Ontario) K1A 0L8
Normand.guindon@cbsa-asfc.gc.ca
Tel / Tél.: 343-291-5710
Teletypewriter / Téléimprimeur 1-866-335-3237
Government of Canada / Gouvernement du Canada
Please note, I do not have access to my voicemail. If you cannot reach me in person, please send me an email and I will call you back.
S'il vous plaît, veuillez noter, je n'ai pas accès à ma boîte vocale. Si vous ne pouvez pas me rejoindre, s'il vous plaît envoyez-moi un courriel et je vous rappellerais aussitôt que possible.

From: Devlin, Anik
Sent: October 18, 2018 1:43 PM
To: CBSA-ASFC, Contracting-Contrats <Contracting@cbsa-asfc.gc.ca>
Cc: Senior, Martine <Martine.Senior@cbsa-asfc.gc.ca>
Subject: 1000343840 - Req to be increased
Importance: High

Good day contracting,

Could you kindly increase requisition 1000343840 by an additional $1,900 to reflect the attached quotation.

Once revised please send it to the client (Martine Senior) for signature.

Thank you,
Anik

Anik Devlin
A/Senior Contracting Officer
Strategic Procurement Division (SPD) | Finance and Corporate Management Branch
Canada Border Services Agency | Government of Canada
Anik.Devlin@cbsa-asfc.gc.ca | Tel. : 343-291-6909

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Agence des services frontaliers du Canada | Gouvernement du Canada
Anik.Devlin@cbsa-asfc.gc.ca | Tel. : 343-291-6909

Taylor, Duane

From: Bacon, Jason
Sent: May 29, 2019 08:30 AM
To: Durocher, Steven
Subject: FW: Complaints about Racial Profiling Online Training

Steve,

Here's the proposed plan:

-I've reached out to HQ Traveller Ops in order to engage them on the recent feedback from SOR. They were unaware of this feedback and haven't heard anything else from any other regions.
-I will be pulling all evaluation (level1) feedback sheets on the course to see what people are saying about the course. We will then analyze and provide you with a report.
-I will be engaging GM this morning to determine if they have dealt with anything similar in the past with other law enforcement agency's.
-We will engage our OPIs from HR programs and Traveller Ops.
-We can then determine who can draft a response based on the information we gathered.

-----Original Message-----
From: Hawkins, Keren <Keren.Hawkins@cbsa-asfc.gc.ca>
Sent: May 29, 2019 7:58 AM
To: Durocher, Steven <Steven.Durocher@cbsa-asfc.gc.ca>
Cc: Taylor, Jeffrey <Jeffrey.Taylor@cbsa-asfc.gc.ca>; Melchers, Chantal <Chantal.Melchers@cbsa-asfc.gc.ca>; Bacon, Jason <Jason.Bacon@cbsa-asfc.gc.ca>; Pye, Cynthia <Cynthia.Pye@cbsa-asfc.gc.ca>
Subject: FW: Complaints about Racial Profiling Online Training

Steve - please work with your team to craft a possible response. I expect the outside firm who developed this training will have some useful insights we can share. And of course the feedback gained from your focus group / pilot testing.

Further, I'd like to hear your team's proposal for how to engage employees in the discussion - how management can use the online tool to spark further discussions around topics of inclusion. Perhaps there is an opportunity to look at how we develop awareness/culture sensitivity learning. We may need to consider enhancing focus group testing or seek broader engagement as part of the learning. Please connect with your clients as well as CTO on the culture side.

Also - can you look at how we typically link to existing directives that the frontline officers have (i.e. in this case the awareness bulletin regarding the processing of travellers

Chantal please BF concept discussion for June 17 to allow TLS time to engage the supplier and other like organizations. When we meet Steve (on or around June 17) we can discuss what form a larger proposal might take.

Keren Hawkins
Director General, Human Resources Branch Canada Border Services Agency / Government of Canada Keren.Hawkins@cbsa-asfc.gc.ca / tel. 613-948-3328 / TTY: 866-335-3237

Directrice générale, Direction générale des ressources humaines Agence des services frontaliers du Canada / Gouvernement du Canada
Keren.Hawkins@asfc.gc.ca / tel. 613-948-3328 / TTY: 866-335-3237

-----Original Message-----
From: Durocher, Christine <Christine.Durocher@cbsa-asfc.gc.ca>
Sent: May 28, 2019 6:47 PM
To: Thibodeau, MarcR (HRB-HQ) <Marc.Thibodeau2@cbsa-asfc.gc.ca>; Hawkins, Keren <Keren.Hawkins@cbsa-asfc.gc.ca>
Cc: Badour, Dan <Dan.Badour@cbsa-asfc.gc.ca>; Wright, Melinda <Melinda.Wright@cbsa-asfc.gc.ca>; Minniti-Rocco, Marisa <Marisa.Minniti@cbsa-asfc.gc.ca>
Subject: FW: Complaints about Racial Profiling Online Training

Fyi...I will need assistance with a further response.

Christine

-----Original Message-----
From: Durocher, Christine <Christine.Durocher@cbsa-asfc.gc.ca>
Sent: May 28, 2019 6:46 PM
To: 'Ken Turner' <ken.turner@ciu-sdi.ca>
Cc: Mark Weber <mark.weber@ciu-sdi.ca>; Jean-Pierre Fortin <jp.fortin@ciu-sdi.ca>; Badour, Dan <Dan.Badour@cbsa-asfc.gc.ca>
Subject: RE: Complaints about Racial Profiling Online Training

Good evening Ken,

Thank you for your email.

Please accept this reply as acknowledgment for the receipt of your concerns, once I have had an opportunity to research further, I will provide a more fulsome response.

Respectfully,

Christine

-----Original Message-----
From: Ken Turner <ken.turner@ciu-sdi.ca>
Sent: May 28, 2019 9:04 AM
To: Durocher, Christine <Christine.Durocher@cbsa-asfc.gc.ca>
Cc: Mark Weber <mark.weber@ciu-sdi.ca>; Jean-Pierre Fortin <jp.fortin@ciu-sdi.ca>; Badour, Dan <Dan.Badour@cbsa-asfc.gc.ca>
Subject: Complaints about Racial Profiling Online Training

Good morning Christine,

I have been receiving numerous complaints of racism from my Membership including several from non Caucasian officers about the CBSA's Racial Profiling online training course.

In conversation with 1st National CIU Vice-President Mark Weber, I was advised to notify you of this complaint for action.

The main complaints I have heard are that training itself is racist racial profiling for the following reasons:

1. The training operates from a premise that all white people are racists.

2. Only white people are racists.

3. That officers do not make professional, objective, or impartial decisions not based on race.

4. That officers should intentionally treat groups differently because of their race or culture.

5. That the focus seems to be on Islam.

Please consider this a formal complaint from the Union about the content of this training and please do not require officers to complete it until it has been scrutinized reviewed and appropriately revamped.

Thank you,

Ken Turner
CIU 18 Union President
Windsor Region

Taylor, Duane

From: McCambley, Vickie
Sent: June 4, 2018 09:43 AM
To: Pratt, Jason
Subject: FW: Federal Court Decision – training on anti-racial profiling

Highlighted part is the remedies.

From: McCambley, Vickie
Sent: May 9, 2018 4:02 PM
To: Hawkins, Keren <Keren.Hawkins@cbsa-asfc.gc.ca>; Durocher, Steven <Steven.Durocher@cbsa-asfc.gc.ca>; Pye, Cynthia <Cynthia.Pye@cbsa-asfc.gc.ca>; Pelchat, Marie-Eve <Marie-Eve.Pelchat@cbsa-asfc.gc.ca>; Elmy, Nicole <Nicole.Elmy@cbsa-asfc.gc.ca>; Landmesser, Loretta <Loretta.Landmesser@cbsa-asfc.gc.ca>; Parfitt, Kirsten <Kirsten.Parfitt@cbsa-asfc.gc.ca>; Kelly, Mary Ellen <MaryEllen.Kelly@cbsa-asfc.gc.ca>
Subject: RE: Federal Court Decision – training on anti-racial profiling

As discussed on the call, here is the link to the revised Part 1: Introduction Chapter 4: Awareness Issues of the People Processing Manual: It now includes a section that clearly articulates that all forms of race-based discrimination under the CHRA, including racial profiling is prohibited. It is in the Non-Discriminatory Treatment section.

Also, for everyone's reference here are the remedies established by the Federal Court and the associated status that Sherri-Lynn Foran provided.

(a) take steps to ensure that its current Code of Conduct contains a specific statement to the effect that the *CHRA* prohibits Border Service Officers (BSOs) from discriminating on the basis of prohibited grounds when processing travelers seeking admission to Canada; - Complete

~~(b) provide BSOs working at the Cornwall border crossing with training material regarding the range of different perspectives within the Akwesasne community, and within the CBSA itself, regarding the Warrior Society, and/or others in the Akwesasne community who may be recognized as Keepers of the Peace; -~~ Struck by the Federal Court

(c) develop and implement a policy or directive that specifically prohibits all forms of race-based discrimination under the CHRA, including racial profiling; - Complete

(d) prepare training, separate from the existing on-line Diversity and Race Relations module, that includes discussions of the new policy or directive on race-based discrimination, as well as current case law concerning the phenomenon of racial profiling;

(e) retain independent consultants with appropriate expertise with respect to the above noted matters to assist in the preparation of the required materials, policies or directives; and

(f) ensure that within a reasonable period of time, (i) all BSOs have been provided with the training mentioned above, (ii) adequate measures have been put into place to ensure the training is provided to new recruits, and is refreshed periodically as appropriate, and (iii) the CBSA provides confirmation to Ms. Davis and the Commission that these steps have been completed.

From: Hawkins, Keren
Sent: May 9, 2018 3:38 PM
To: Durocher, Steven <Steven.Durocher@cbsa-asfc.gc.ca>; Pye, Cynthia <Cynthia.Pye@cbsa-asfc.gc.ca>; Pelchat, Marie-Eve <Marie-Eve.Pelchat@cbsa-asfc.gc.ca>; Elmy, Nicole <Nicole.Elmy@cbsa-asfc.gc.ca>; Landmesser, Loretta <Loretta.Landmesser@cbsa-asfc.gc.ca>; Parfitt, Kirsten <Kirsten.Parfitt@cbsa-asfc.gc.ca>; McCambley, Vickie <Vickie.McCambley@cbsa-asfc.gc.ca>; Kelly, Mary Ellen <MaryEllen.Kelly@cbsa-asfc.gc.ca>
Subject: RE: Federal Court Decision – training on anti-racial profiling

Hi – thanks again for the call everyone. I appreciate you following up with Linne, Kirsten. Loretta and Nicole we'll loop you back in as information is compiled.

Kirsten when you speak with her please indicate we recommend she draft a BN for the VP to send on to the President if she hasn't already. TDD can inform the BN to be sure. In the BN she can profile what has been done since 2015 (on the topic of inclusion and the Indigenous Framework Strategy perhaps most recently) and what is on the horizon for next steps as interim and longer term change – policy as well as training. This is an opportunity to capture such things as the adjustments to the OITP curriculum that Marie-Eve mentioned for example. This document will also help to focus the plan and intent.

It is only matter of time before we get asked for a formal update to report back – Legal Services should be contacted for advice if they haven't already to determine if the work done to test on the policy, etc. meets the test and/or capturing work done to date. Communications should also be looped in.

TDD is keen to move forward and happy to assist with the SOW and process of bringing in third party developers but need that fundamental policy work done first.

Thanks.

Keren Hawkins
Director General, Human Resources Branch
Canada Border Services Agency / Government of Canada
Keren.Hawkins@cbsa-asfc.gc.ca / tel. 613-948-3328 / TTY: 866-335-3237

Directrice générale, Direction générale des ressources humaines
Agence des services frontaliers du Canada / Gouvernement du Canada
Keren.Hawkins@asfc.gc.ca / tel. 613-948-3328 / TTY: 866-335-3237

-----Original Appointment-----
From: Melchers, Chantal **On Behalf Of** Hawkins, Keren
Sent: May 2, 2018 9:36 AM
To: Hawkins, Keren; Durocher, Steven; Pye, Cynthia; Pelchat, Marie-Eve; Elmy, Nicole; Landmesser, Loretta
Cc: McCambley, Vickie; Kelly, Mary Ellen
Subject: Federal Court Decision – training on anti-racial profiling
When: May 9, 2018 02:45 PM-03:15 PM (UTC-05:00) Eastern Time (US & Canada).
Where: Keren's Office, 100 metcalfe, 17th Floor Office, 1757 or teleconference

Conference Call Details:

Local: 613-960-7510
Toll Free: 1-877-413-4781
Conference Code:

- v. CBSA (Canadian Human Rights Complaint on discrimination) – Federal Court Decision = Training on anti-racial profiling
- Court orders that CBSA must provide «Online Training course – to be developed & delivered by Graybridge Malcolm by March 2018»
- Requirement to meet Court Requirements: Establish a sole source contract (under 25K) with Graybridge Malcolm to develop and deliver training
- Content of SOW for sole source is 75% complete by Linne's team but now needs to be reviewed by TDD to ensure it is adequate. Linne believes that this should fall under TDD purview.
- Context on what happened on sole source contract: money was queued with procurement last FY (long queue and lack of resources in procurement bumped us to this FY).
- Recently: we have advised Recourse that we had not and would not meet the March 2018 deadline due to procurement backlog and they were unimpressed
- Linne has been working with Sherri-Lynn Foran in recourse to establish interim measures (while we get the sole source in place) to respond to Justice/CHRA and to show CBSA's good faith with regards to the court decision. One of the ideas was to work directly with an elder from the community where issue arose to seek guidance on required training – Justice would understand that this also requires a bit more time to get it right

Taylor, Duane

From: Elliot, Pat
Sent: March 9, 2017 11:00 AM
To: Keats, Natalina; McCambley, Vickie
Cc: Pratt, Jason
Subject: FW: Feedback - FC Decision

Hello

Below is a new item just coming in from HRB related to FC decision.

I am heading in to a 11:00 meeting and will connect with you after on this.

Pat

From: Arsenault, Tracey
Sent: March 9, 2017 10:44 AM
To: Elliot, Pat
Subject: FW: Feedback - FC Decision

Good morning Pat;

We are in a situation where we may have to consider developing training new as per below and deliver it to all BSOs.

Prepare training, separate from the existing on-line Diversity and Race Relations module, that includes discussions of the new policy or directive on race-based discrimination, as well as current case law concerning the phenomenon of racial profiling;

Ensure that within a reasonable period of time, (i) all BSOs have been provided with the training mentioned above, (ii) adequate measures have been put into place to ensure the training is provided to new recruits, and is refreshed periodically as appropriate, and (iii) the CBSA provides confirmation to Ms. Davis and the Commission that these steps have been completed.

Can you estimate how long it might take to develop this training and ensure that all BSOs are trained?

Thanks in advance,

Tracey

Tracey Arsenault

Senior HR Advisor, Human Resources Branch
Canada Border Services Agency / Government of Canada
tracey.arsenault2@cbsa-asfc.gc.ca / Tel: 613-957-3277 / TTY: 866-335-3237
Conseillère principale en RH, Direction générale de ressources humaines
Agence des services frontaliers du Canada / Gouvernement du Canada
tracey.arsenault2@cbsa-asfc.gc.ca / Tél. : 613-957-3277 / ATS: 866-335-3237

From: Serpa, Arminda
Sent: March 9, 2017 8:39 AM
To: Arsenault, Tracey <Tracey.Arsenault2@cbsa-asfc.gc.ca>
Subject: FW: Feedback FC Decision

Hi Tracey,

Since I won't be here tomorrow can you please contact the same person in TDD that Johanne had consulted for the sub delegation course. Please provide the outcome of your discussion to Marc and Sandy and copy me.

Thank you.
Arminda

From: Morin, Marc
Sent: March 9, 2017 8:09 AM
To: Kozak, Sandy <Sandy.Kozak@cbsa-asfc.gc.ca>
Cc: Serpa, Arminda <Arminda.Serpa@cbsa-asfc.gc.ca>
Subject: RE: Feedback FC Decision

Hi Sandy,
Please see my answers below. Note that I can answer all of them except the one that requires all existing BSOs to take the refreshed training. This may take awhile and I would need to research the question a little further prior to coming in with an answer.

Note that I think that we can live with the spirit of the remedies, but cannot commit to a one year timeframe if we have to adhere to the prescriptiveness of the remedies (e.g., creating new training, new directive, training all existing BSOs).

Arminda – could you check w/ T&D to see how they think it would take to re-train all existing BSOs, if we needed to.

Marc

From: Kozak, Sandy
Sent: March 9, 2017 7:52 AM
To: Morin, Marc
Subject: RE: Feedback FC Decision

Good morning Marc,

I am required to brief up today so a final decision can be made regarding the appeal.
I know you are extremely busy but if you are able would greatly appreciate your comments this morning.

Thank you,

Sandy
343-291-7254

From: Morin, Marc
Sent: March 8, 2017 12:50 PM
To: Kozak, Sandy
Subject: RE: Feedback FC Decision

I'll reply later today. No call needed.

Marc

From: Kozak, Sandy
Sent: March 8, 2017 9:30 AM
To: Morin, Marc
Subject: Feedback FC Decision

Good morning,

I understand you are very busy today so perhaps sending this information to you via email will be easier and allow you to complete it throughout your busy day instead of having to speak to me. however before the final decision is made, my Director would like some further information from you regarding the implementation of the remedies ordered. Would you be able to provide your views on the 3 ordered remedies below and the information requested below each. I realize it looks like a lot but some of the questions only require a one word answer.

1. **Prepare training, separate from the existing on-line Diversity and Race Relations module, that includes discussions of the new policy or directive on race-based discrimination, as well as current case law concerning the phenomenon of racial profiling;**

2. **Retain independent consultants with appropriate expertise with respect to the above noted matters to assist in the preparation of the required materials, policies or directives;**

3. **Ensure that within a reasonable period of time, (i) all BSOs have been provided with the training mentioned above, (ii) adequate measures have been put into place to ensure the training is provided to new recruits, and is refreshed periodically as appropriate, and (iii) the CBSA provides confirmation to Ms. Davis and the Commission that these steps have been completed.**

If you have any questions, do not hesitate to contact me. If you would still like to speak at 1:35pm let me know or I am fine if you just submit your thoughts by email.

Thank you,
Sandy

Sandy Kozak

Senior Program Advisor / Enforcement Litigation Unit
Recourse Directorate/ Canada Border Services Agency
Tel: 343-291-7254 / BlackBerry: [redacted] / TTY: 866-335-3237
Sandy.Kozak@cbsa-asfc.gc.ca

Conseillère principale en matière des programmes / Unité des litiges des mesures d'exécution
Direction des recours/ Agence des services frontaliers du Canada
Tél. : 343-291-7254 / BlackBerry : [redacted] / ATS: 866-335-3237
Sandy.Kozak@cbsa-asfc.gc.ca

Taylor, Duane

From: Pye, Cynthia
Sent: May 29, 2019 11:30 AM
To: Durocher, Steven; Bacon, Jason
Cc: Henrie, Geneviève
Subject: FW: FW: Complaints about Racial Profiling Online T

Just an FYI that : **Jean-Pierre Fortin**, (Customs and Immigration Union, Public Service Alliance of Canada) is a union rep on the JOINT STEERING COMMITTEE for the Joint Learning Program

Joint Learning Program:

- The Joint Learning Program (JLP) is a partnership between the Public Service Alliance of Canada (PSAC) and the Treasury Board of Canada Secretariat. The pilot, which was negotiated in 2001, marked the first time a bargaining agent and the employer agreed through contract negotiations to jointly deliver learning activities to enhance labour-management relations in the public service.

- The objectives of the JLP are to improve labour relations and increase the understanding of the roles of the Union and management in the workplace. The JLP achieves its objectives by providing workshops in areas of mutual interest for which the Employer does not already have a legal obligation to provide training and where both Union and management have specific roles and responsibilities

Note : They offer a 2-day Workshop called , Respecting Differences/Anti-discrimination.

See the first workshop objective below!

Workshop Objectives

The objectives of the workshops are:
•To explore how unconscious biases or assumptions impair our ability to work effectively with others and limit our lives;
•To examine strategies ensuring an inclusive and discrimination-free workplace;
•To practice skills to deal with the challenges of facing diversity in a reflective, responsible and proactive manner;
•To seize opportunities to identify actions and recommendations for both individual and organizational implementation.

-----Original Message-----
From: Hawkins, Keren

Taylor, Duane

From: Sasaki, Karen
Sent: April 16, 2019 11:24 AM
To: Bacon, Jason
Subject: FW: Launch - Preventing Racial Profilng on the Frontline

Sent to OPI to advise them on communication.

From: Sasaki, Karen
Sent: March-28-19 11:26 AM
To: Senior, Martine
Cc: Gauthier, Lyne ; Bacon, Jason
Subject: Launch - Preventing Racial Profilng on the Frontline

Bonjour Martine,

I am pleased to inform you that *Preventing Racial Profiling on the Frontline* will be launched in CAS early next week. We will send you an email to confirm once it has been uploaded.

From our end, there is no communication that goes out when a new course is uploaded, aside from it being searchable and available in the course catalogue in CAS. As the OPI, you may communicate the launch/availability of the online course to suit your needs. Communications has several options, such as the CBSA Daily, and there's also operational bulletins, sending out an email to managers, etc. And I see that you already have existing training listed on your Employment Equity and Diversity webpage on Atlas, which can be updated to include this course.

In addition to the issues with the French and English writing that your team found, we have some additional concerns with the content, but of course these cannot be addressed before the launch. Lyne will work with your team (and Louis' team if need be) on these and we can incorporate any final changes at the end of April. This will also allow us to address any comments/suggestions that are raised by participants who complete the course in April.

Please let me know if you have any questions.

Thanks,
Karen

Karen Sasaki

A/Team Leader – Officer Induction and Enforcement Training Unit, Human Resources Branch
Canada Border Services Agency | Government of Canada
karen.sasaki@cbsa-asfc.gc.ca | Tel: 343-291-7840 | TTY: 866-335-3237

Chef d'équipe p.i. – Formation de base et exécution de la loi pour agents, Direction générale des ressources humaines
Agence des services frontaliers du Canada | Gouvernement du Canada
karen.sasaki@cbsa-asfc.gc.ca | Tél. : 343-291-7840 | ATS : 866-335-3237

Taylor, Duane

From: Durocher, Steven
Sent: June 4, 2018 12:53 PM
To: Kelly, Mary Ellen; McCambley, Vickie
Cc: Pye, Cynthia; Pratt, Jason; Parfitt, Kirsten
Subject: FW: Learning materials
Attachments: List of RCMP training related to racial & religious prof_1.docx; Request for Consultation (Part II) - M-103 - CHPC Commit_1.docx

Mary Ellen / Vickie,

This has just come in from DGO. Looks like some RCMP courseware on cultural sensitivities and other topic matter. Not sure if there is diversity / racial profiling courseware?

Steve

From: Hawkins, Keren
Sent: June 4, 2018 12:48 PM
To: Parfitt, Kirsten <Kirsten.Parfitt@cbsa-asfc.gc.ca>; Durocher, Steven <Steven.Durocher@cbsa-asfc.gc.ca>
Cc: Sharkey, Katie <Katie.Sharkey@cbsa-asfc.gc.ca>
Subject: FW: Learning materials

Just got this from RCMP for your consideration.

Keren Hawkins
Director General, Human Resources Branch
Canada Border Services Agency / Government of Canada
Keren.Hawkins@cbsa-asfc.gc.ca / tel. 613-948-3328 / TTY: 866-335-3237

Directrice générale, Direction générale des ressources humaines

Agence des services frontaliers du Canada / Gouvernement du Canada
Keren.Hawkins@asfc.gc.ca / tel. 613-948-3328 / TTY: 866-335-3237

Taylor, Duane

From: Durocher, Steven
Sent: March 23, 2018 08:02 AM
To: McCambley, Vickie
Subject: FW: Need Update by 12:30

Importance: High

Vickie,

Can you please pull some bullets together for my discussion.

- We don't have the resourcing to work on a contract
- Whether they go the contract route or internal (us building), it still requires their resources as SMEs to provide content to either contractor or a designer. No one else can do it.
- Not sure of the history on this file and why it is to be contracted out as opposed to built internally??

Steve

From: Fournier, Linne
Sent: March 21, 2018 12:59 PM
To: Durocher, Steven <Steven.Durocher@cbsa-asfc.gc.ca>
Subject: FW: Need Update by 12:30
Importance: High

Steven,

Not sure you are aware but my team is very limited in capacity and I don't see a short term solution to being able to address all Agency priorities that we currently have (although we are working on it).

Background refresher: as part of recommendations from a court case, CBSA must establish a contract with Graybridge Malkam for a course on «anti-racial profiling».

Could we have a discussion as to whether this is something your team could take on as OPI? I wanted to reach out to you before speaking about it with Keren.

Let me know –
Linne

From: Fournier, Linne
Sent: March 21, 2018 12:56 PM
To: Kozak, Sandy <Sandy.Kozak@cbsa-asfc.gc.ca>; Serpa, Arminda <Arminda.Serpa@cbsa-asfc.gc.ca>
Cc: Chartrand, Amélie <Amelie.Chartrand@cbsa-asfc.gc.ca>; Pratt, Jason <Jason.Pratt@cbsa-asfc.gc.ca>
Subject: RE: Need Update by 12:30
Importance: High

Sandy,
I appreciate the feedback. Please see additional response in green.

- The contract with Graybridge Malkam has not been approved and should be in place by Q2. This will be very difficult to explain to the CHRC as we have been working on this now for over 1 year. It is the situation we are in today, best option is to be upfront and honest on timelines at this point. I will be speaking to my senior managers to see whether this should be housed within my area (it may be better suited for another area for the tactical mise en oeuvre) as I have limited capacity within my team at the moment.
- How long does Graybridge Malkam estimate it will take to develop the content of the training once the contract is approved? Will confirm with the firm – Jason may have an idea?
- It is my understanding that in terms of development, it will take approximately 250 hours to design and develop each hour of online training. Accordingly when do we see this training being ready for pilot? And when do we see being able to roll out this training? Again, to be confirmed.

From: Kozak, Sandy
Sent: March 21, 2018 12:43 PM
To: Fournier, Linne <Linne.Fournier@cbsa-asfc.gc.ca>; Serpa, Arminda <Arminda.Serpa@cbsa-asfc.gc.ca>
Cc: Chartrand, Amélie <Amelie.Chartrand@cbsa-asfc.gc.ca>
Subject: RE: Need Update by 12:30

Just so I understand –
- The contact with Graybridge Malkam has not been approved and should be in place by Q2. This will be very difficult to explain to the CHRC as we have been working on this now for over 1 year.
- How long does Graybridge Malkam estimate it will take to develop the content of the training once the contract is approved?
- It is my understanding that in terms of development, it will take approximately 250 hours to design and develop each hour of online training. Accordingly when do we see this training being ready for pilot? And when do we see being able to roll out this training?

Thank you,

Sandy
Tel: 343-291-7254

From: Fournier, Linne
Sent: March 21, 2018 12:32 PM
To: Kozak, Sandy <Sandy.Kozak@cbsa-asfc.gc.ca>; Serpa, Arminda <Arminda.Serpa@cbsa-asfc.gc.ca>
Cc: Chartrand, Amélie <Amelie.Chartrand@cbsa-asfc.gc.ca>
Subject: RE: Need Update by 12:30
Importance: High

Update on internal course:

- Contract needs to be established as a sole source internally
- Final work on SOW for contract will resume in Q1 of FY 18-19 (was not able to get it to this FY queue for contracting purposes and expenditures)
- Contract should be in place by Q2 of FY 18-19 and training can commence shortly thereafter
- Delays were due in part by: resourcing and capacity within the team, procurement queues, change in management

Please advise on how best to update the appropriate channels.

I'm free to discuss if need be, please schedule a time with Amelie Chartrand.

Thanks,
Linne Fournier

Linne Fournier

Director, Human Resources Branch
Canada Border Services Agency
Government of Canada
linne.fournier@cbsa-asfc.gc.ca
Tel: 613-957-3186 / TTY: 866-335-3237

Directrice, Direction générale des RH
Agence des services frontaliers du Canada
Gouvernement du Canada
linne.fournier@cbsa-asfc.gc.ca
Tel: 613-957-3186 / ATS: 866-335-3237

From: Kozak, Sandy
Sent: March 21, 2018 11:43 AM
To: Chartrand, Amélie <Amelie.Chartrand@cbsa-asfc.gc.ca>
Cc: Serpa, Arminda <Arminda.Serpa@cbsa-asfc.gc.ca>; Fournier, Linne <Linne.Fournier@cbsa-asfc.gc.ca>
Subject: RE: Need Update by 12:30

Thank you very much.

Sandy
Tel: 343-291-7254

From: Chartrand, Amélie
Sent: March 21, 2018 11:34 AM
To: Kozak, Sandy <Sandy.Kozak@cbsa-asfc.gc.ca>
Cc: Serpa, Arminda <Arminda.Serpa@cbsa-asfc.gc.ca>; Fournier, Linne <Linne.Fournier@cbsa-asfc.gc.ca>
Subject: RE: Need Update by 12:30

Good Day Sandy,

Linne has been absent from the office ill for over a week and prior to that Linne was travelling on business. You have been very patient in awaiting a response on this file- thank you. Please be assured that I will be meeting Linne as soon as she is available today and will communicate with you following our de-brief. I apologize in advance for any inconvenience.

Amélie Chartrand

Adjointe Administrative/Administrative Assistant
Human Ressources-Strategic Workforce Management
Canada Border Services Agency/ Government of Canada
amelie.chartrand@cbsa-asfc.gc.ca/ Tél: 613.957.3114

From: Serpa, Arminda
Sent: March 21, 2018 10:27 AM
To: Chartrand, Amélie <Amelie.Chartrand@cbsa-asfc.gc.ca>
Subject: FW: Need Update by 12:30

From: Kozak, Sandy
Sent: March 21, 2018 10:25 AM
To: Serpa, Arminda <Arminda.Serpa@cbsa-asfc.gc.ca>
Subject: RE: Need Update by 12:30

I need something on the status before my meeting at 1:00 pm today – Is that not possible?

Sandy
Tel: 343-291-7254

From: Serpa, Arminda
Sent: March 21, 2018 10:23 AM
To: Kozak, Sandy <Sandy.Kozak@cbsa-asfc.gc.ca>; Senior, Martine <Martine.Senior@cbsa-asfc.gc.ca>
Cc: Chartrand, Amélie <Amelie.Chartrand@cbsa-asfc.gc.ca>
Subject: RE: Need Update by 12:30

Hello Sandy,

Linne Fournier , our director, was absent last week. I have flagged your email to Amélie, her assistant.
Amélie will be discussing files with Linne today. We'll endeavour this afternoon to provide you with a response from Linne, tomorrow at the latest.

Arminda Serpa

Manager, Employment Equity, Diversity, and Official Languages
Canada Border Services Agency / Government of Canada
Arminda.Serpa@cbsa-asfc.gc.ca Tel: 613-957-3342/TTY:866-335-3237

Gestionnaire, Équité en emploi, diversité et langues officielles
Agence des services frontaliers du Canada / Gouvernement du Canada
Arminda.Serpa@cbsa-asfc.gc.ca Tel: 613-957-3342 / TTY: 866-335-3237

From: Kozak, Sandy
Sent: March 21, 2018 9:11 AM

To: Senior, Martine <Martine.Senior@cbsa-asfc.gc.ca>; Serpa, Arminda <Arminda.Serpa@cbsa-asfc.gc.ca>
Subject: Need Update by 12:30
Importance: High

Good morning,

I have a meeting at 1:00 pm today to brief up on the remedies ordered in the matter.

Can you please provide me with an update by 12:30 pm.

I am in the office if you would like to discuss.

Thank you,

Sandy
Tel: 343-291-7254

From: Kozak, Sandy
Sent: March 19, 2018 3:50 PM
To: Senior, Martine <Martine.Senior@cbsa-asfc.gc.ca>; Serpa, Arminda <Arminda.Serpa@cbsa-asfc.gc.ca>
Subject: Reminder
Importance: High

Good afternoon,

I haven't received any response to my previous emails. Will the update be coming shortly?

Thank you,

Sandy
Tel: 343-291-7254

From: Kozak, Sandy
Sent: March 19, 2018 9:31 AM
To: Senior, Martine <Martine.Senior@cbsa-asfc.gc.ca>; Serpa, Arminda <Arminda.Serpa@cbsa-asfc.gc.ca>
Subject: FW: Remedies Update
Importance: High

Good morning,

Could I please have the update by EOD today on the training product as the information needs to be used this week to brief up.

Thank you,

Sandy
Tel: 343-291-7254

From: Kozak, Sandy
Sent: March 13, 2018 10:10 AM
To: Pratt, Jason <Jason.Pratt@cbsa-asfc.gc.ca>; McAleese, Morag <Morag.McAleese@cbsa-asfc.gc.ca>; Pritchard, Keith <Keith.Pritchard@cbsa-asfc.gc.ca>; Senior, Martine <Martine.Senior@cbsa-asfc.gc.ca>; Charland, Louis <Louis.Charland@cbsa-asfc.gc.ca>; Boudreau, Julie <Julie.Boudreau@cbsa-asfc.gc.ca>; Serpa, Arminda <Arminda.Serpa@cbsa-asfc.gc.ca>
Subject: RE: Remedies Update
Importance: High

Good morning,

We have committed to having the majority of the training product completed by end of fiscal and beginning training in the new fiscal. This will need to be addressed immediately as the CHRC will be following up in the new fiscal to track our progress. I was also recently contacted with regards to an update on the remedies in which I needed to provide information regarding the training.

Can I get an update on the status of this product including next steps and proposed completion dates by EOD **Friday, March 16, 2018?**

I am working from home today but can be reached in my office tomorrow if we need to discuss.

Thank you,

Sandy
343-291-7254

From: Pratt, Jason
Sent: March 13, 2018 9:57 AM
To: Kozak, Sandy <Sandy.Kozak@cbsa-asfc.gc.ca>; McAleese, Morag <Morag.McAleese@cbsa-asfc.gc.ca>; Pritchard, Keith <Keith.Pritchard@cbsa-asfc.gc.ca>; Senior, Martine <Martine.Senior@cbsa-asfc.gc.ca>; Charland, Louis <Louis.Charland@cbsa-asfc.gc.ca>; Boudreau, Julie <Julie.Boudreau@cbsa-asfc.gc.ca>;

Serpa, Arminda <Arminda.Serpa@cbsa-asfc.gc.ca>
Subject: RE: Remedies Update

TLSD has not started the development of a training product and is awaiting an update from the OPI.

Jason Pratt
(343) 291-6376 / ATS: 866-335-3237

From: Kozak, Sandy
Sent: March 13, 2018 9:52 AM
To: McAleese, Morag <Morag.McAleese@cbsa-asfc.gc.ca>; Pritchard, Keith <Keith.Pritchard@cbsa-asfc.gc.ca>; Senior, Martine <Martine.Senior@cbsa-asfc.gc.ca>; Charland, Louis <Louis.Charland@cbsa-asfc.gc.ca>; Pratt, Jason <Jason.Pratt@cbsa-asfc.gc.ca>; Boudreau, Julie <Julie.Boudreau@cbsa-asfc.gc.ca>; Serpa, Arminda <Arminda.Serpa@cbsa-asfc.gc.ca>
Subject: Remedies Update
Importance: High

Good morning,

As this fiscal winds down, I require an update on the training component of the remedies. I haven't heard anything in quite some time so I am hoping everything is on track.

Morag – Were you able to link the policy to the Code of Conduct yet?

Thank you,

Sandy
343-291-7254

Taylor, Duane

From: Bacon, Jason
Sent: April 1, 2019 03:43 PM
To: Sasaki, Karen
Subject: FW: New online training: H1015-P Preventing Racial Profiling at the Frontline/ Nouvelle formation en ligne : H1015-P Prévention du profilage racial à la première ligne

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From: Charron, Josee
Sent: April 1, 2019 1:13 PM
To: Aubin, Josee ; Bowers, Emma ; Brant, Kaitlyn ; Caron, Julie ; Maddalena, Renata ; Viau, Lise ; Archer, Melissa ; Eldridge, Lauren ; Nanji, Anita ; Santaniello, Sabrina ; Scott, Christiena ; Sharp, Sarah ; Tennier, Shari ; Wilson, Sheila ; Heir, Jas ; Lobach, Diana ; Lora Vilchis, Yolanda ; MacPherson, Kerry ; Ormandy, Amanda ; Stepien, Magdalena ; Turner, Larry ; Bériault, Hélène ; King, Christina ; Longpré, Martine ; Doiron, Madeline ; Mahar, Dakota ; Plante, Marco (MCE) ; Simpson, Cynthia ; Doiron, Quinton ; Lang, Crystal ; Mitri, Helen ; Hunt, Timothy ; Padpad, Kristine ; Penney, Sandra ; Sherby, Dawn ; Condurache, Tania ; Laberge, Sylviane ; Nadon, Pascal ; Pereira, Luis Filipe
Cc: Bacon, Jason ; McCambley, Vickie ; CBSA-ASFC_TDR-DCF ; Boudreau, Suzanne ; Laporte, Valérie ; My Learning Support / Soutien Mon Apprentissage (CBSA/ASFC) ; St Laurent, Lisa ; CBSA-ASFC_NTP_Coordination_PNF ; James, Alison
Subject: New online training: H1015-P Preventing Racial Profiling at the Frontline/ Nouvelle formation en ligne : H1015-P Prévention du profilage racial à la première ligne

FYI – Training Coordinators and CAS Role 20 users / PVI – Coordonnateurs de formation et utilisateurs SAE du rôle 20

This email is sent to CAS role 20 users/Training Coordinators for information and not to be distributed to employees / Ce courriel est envoyé aux utilisateurs du rôle 20 aux SAE et au coordonnateur de formation pour information et non pour la distribution aux employés.

Hello,

Please note that the following online training has been created in CAS/My Learning.

H1015-P Preventing Racial Profiling at the Frontline

CBSA online training list:

If you have any question feel free to contact me.

Thank you.

****

Bonjour,

Veuillez noter que la nouvelle formation en ligne suivante vient d'être créée dans les SAE/Mon apprentissage.

H1015-P Prévention du profilage racial à la première ligne

Liste des formations en ligne de l'ASFC :

Si vous avez des questions n'hésitez pas à communiquer avec moi.

Merci.

Josée Charron

Team Lead *My Learning*, Human Resources Branch
Canada Border Services Agency / Government of Canada
Josée.Charron@cbsa-asfc.gc.ca / NEW Tel: 343-291-6360

Chef d'équipe *Mon apprentissage*, Direction des ressources humaines
Agence des Services Frontaliers du Canada / Gouvernement du Canada
Josée.Charron@cbsa-asfc.gc.ca / NOUVEAU Tel: 343-291-6360

Taylor, Duane

From: Sasaki, Karen
Sent: October 4, 2018 11:19 AM
To: Gauthier, Lyne
Cc: Bacon, Jason
Subject: FW: Procurement (sole source 25K)

It's confirmed that Louis Charland will be your SME. I think he meant to cc you.

From: Charland, Louis
Sent: October-04-18 9:01 AM
To: Charland, Louis
Cc: Pritchard, Keith ; Sasaki, Karen ; Chhotu, Sanjay ; Burton, Spencer
Subject: RE: Procurement (sole source 25K) - Davis

Bonjour Lyne,

You can put my name as the contact from Keith's team.

Thank you,

Louis Charland
A / Senior Program Advisor | Conseiller principal de programmes p.i.
Air Programs Unit | Unité des programmes du mode aérien
Program & Policy Management | Politiques et gestion de programme
Programs Branch | Direction générale des programmes
Canada Border Services Agency | Agence des services frontaliers du Canada
191 Laurier Ave West 15th Floor 15069 | 191 Laurier Ave Ouest, 15ième étage 15069
Ottawa, ON K1A 0L8
Louis.Charland@cbsa-asfc.gc.ca
Telephone | Téléphone 613-954-7217 / Facsimile | Télécopieur 613- 952-2134 / Teletypewriter | Téléimprimeur 1-866-335-3237

Government of Canada | Gouvernement du Canada

From: Sasaki, Karen
Sent: October 1, 2018 9:26 AM
To: Pritchard, Keith <Keith.Pritchard@cbsa-asfc.gc.ca>; Chhotu, Sanjay <Sanjay.Chhotu@cbsa-asfc.gc.ca>; Burton, Spencer <Spencer.Burton@cbsa-asfc.gc.ca>
Cc: Gauthier, Lyne <Lyne.Gauthier@cbsa-asfc.gc.ca>
Subject: FW: Procurement (sole source 25K) -

Good morning,

Things are moving along with the contract for the design of the new *Racial Profiling Prevention and Awareness* online training.
Lyne (cc'ed) from CBSA training design will be working closely with Graybridge Malkam to coordinate the project and make sure they have all the CBSA-related content they need.
As you know, your team has been identified as the OPI for this product. Would you please let Lyne know who her contact will be from your team from a SME perspective?
Thanks,
Karen

Karen Sasaki

A/Team Leader – Officer Induction and Enforcement Training Unit, Human Resources Branch
Canada Border Services Agency | Government of Canada
karen.sasaki@cbsa-asfc.gc.ca | Tel: 343-291-7840 | TTY: 866-335-3237

Chef d'équipe p.i. – Formation de base et exécution de la loi pour agents, Direction générale des ressources humaines
Agence des services frontaliers du Canada | Gouvernement du Canada
karen.sasaki@cbsa-asfc.gc.ca | Tél. : 343-291-7840 | ATS : 866-335-3237

From: Bacon, Jason
Sent: October-01-18 9:08 AM
To: Durocher, Steven <Steven.Durocher@cbsa-asfc.gc.ca>; Pratt, Jason <Jason.Pratt@cbsa-asfc.gc.ca>
Cc: McCambley, Vickie <Vickie.McCambley@cbsa-asfc.gc.ca>; Sasaki, Karen <Karen.Sasaki@cbsa-asfc.gc.ca>; Gauthier, Lyne <Lyne.Gauthier@cbsa-asfc.gc.ca>
Subject: RE: Procurement (sole source 25K)
Good news! Currently preparing the sample story board for GMs viewing/familiarity.
Thanks,
Jason

From: Durocher, Steven
Sent: October 1, 2018 9:04 AM
To: Bacon, Jason <Jason.Bacon@cbsa-asfc.gc.ca>; Pratt, Jason <Jason.Pratt@cbsa-asfc.gc.ca>
Cc: McCambley, Vickie <Vickie.McCambley@cbsa-asfc.gc.ca>
Subject: FW: Procurement (sole source 25K) -
So this sounds like a contract may be in place before November??
Jason B – please get ready.
Steve

From: Dahan, Josephine
Sent: September 30, 2018 1:58 PM
To: Foran, Sherri-Lynn <Sherri-Lynn.Foran@cbsa-asfc.gc.ca>; Nguyen, Nhung <Nhung.Nguyen@cbsa-asfc.gc.ca>
Cc: Fournier, Linne <Linne.Fournier@cbsa-asfc.gc.ca>; Senior, Martine <Martine.Senior@cbsa-asfc.gc.ca>; Kozak, Sandy <Sandy.Kozak@cbsa-asfc.gc.ca>; Dastous, Pierre <Pierre.Dastous@cbsa-asfc.gc.ca>; Alimohamed, Natasha <Natasha.Alimohamed@cbsa-asfc.gc.ca>; Durocher, Steven <Steven.Durocher@cbsa-

asfc.gc.ca>; Brisson, Sonya <Sonya.Brisson@cbsa-asfc.gc.ca>
Subject: RE: Procurement (sole source 25K)
Hi Sherri-Lynn,
Yes the contract was able to be created in a number of days pending security clearances and all paperwork has been submitted to procurement. The contractor has come back to us with updates and we should have the contract in place early next week.
Josephine

From: Foran, Sherri-Lynn
Sent: September 27, 2018 3:37 PM
To: Nguyen, Nhung <Nhung.Nguyen@cbsa-asfc.gc.ca>
Cc: Fournier, Linne <Linne.Fournier@cbsa-asfc.gc.ca>; Dahan, Josephine <Josephine.Dahan@cbsa-asfc.gc.ca>; Senior, Martine <Martine.Senior@cbsa-asfc.gc.ca>; Kozak, Sandy <Sandy.Kozak@cbsa-asfc.gc.ca>; Dastous, Pierre <Pierre.Dastous@cbsa-asfc.gc.ca>; Alimohamed, Natasha <Natasha.Alimohamed@cbsa-asfc.gc.ca>; Durocher, Steven <Steven.Durocher@cbsa-asfc.gc.ca>; Brisson, Sonya <Sonya.Brisson@cbsa-asfc.gc.ca>
Subject: RE: Procurement (sole source 25K)
Hi Nhung,
Thank you for the update. I'm sorry to hear that the contract will not be in place as quickly as we had hoped. Josephine suggested that it could be done in a matter of days during our last call? As mentioned, Sandy will be speaking with the Commission on Monday, and we will advise of the outcome of the discussion and any deadlines that may be imposed.
Thank you.

Sherri-Lynn Foran
Director/Directrice
Enforcement Appeals & Litigation / Appels des mesures d'exécution et litiges
Sherri-Lynn.Foran@cbsa-asfc.gc.ca

From: Nguyen, Nhung
Sent: September 27, 2018 9:21 AM
To: Foran, Sherri-Lynn <Sherri-Lynn.Foran@cbsa-asfc.gc.ca>
Cc: Fournier, Linne <Linne.Fournier@cbsa-asfc.gc.ca>; Dahan, Josephine <Josephine.Dahan@cbsa-asfc.gc.ca>; Senior, Martine <Martine.Senior@cbsa-asfc.gc.ca>; Kozak, Sandy <Sandy.Kozak@cbsa-asfc.gc.ca>; Dastous, Pierre <Pierre.Dastous@cbsa-asfc.gc.ca>; Alimohamed, Natasha <Natasha.Alimohamed@cbsa-asfc.gc.ca>; Durocher, Steven <Steven.Durocher@cbsa-asfc.gc.ca>; Brisson, Sonya <Sonya.Brisson@cbsa-asfc.gc.ca>
Subject: RE: Procurement (sole source 25K)
Hi Sherri-Lynn:
I'm responding on behalf of Linne as she's currently away.

In response to your question, we have met with the contractor and Steve last Friday. The contract still needs to be finalized and we anticipate this being completed by early November. Assuming that we are able to finalize the contract by then, then the timelines that Steve mentioned in his correspondence would work. However, we would think that the work would be completed more towards the end of February (given winter holidays) and launched as soon as translation is complete in March.

Hope this is helpful.

Nhung

From: Foran, Sherri-Lynn
Sent: September 25, 2018 10:31 AM
To: Fournier, Linne <Linne.Fournier@cbsa-asfc.gc.ca>; Dahan, Josephine <Josephine.Dahan@cbsa-asfc.gc.ca>; Senior, Martine <Martine.Senior@cbsa-asfc.gc.ca>; Brisson, Sonya <Sonya.Brisson@cbsa-asfc.gc.ca>; Kozak, Sandy <Sandy.Kozak@cbsa-asfc.gc.ca>; Dastous, Pierre <Pierre.Dastous@cbsa-asfc.gc.ca>; Alimohamed, Natasha <Natasha.Alimohamed@cbsa-asfc.gc.ca>; Durocher, Steven <Steven.Durocher@cbsa-asfc.gc.ca>
Subject: FW: Procurement (sole source 25K) -
Importance: High

Good morning everyone,

As per the attached, I understand that the security component was completed on Friday. As such, Josephine - can you please advise of the status and next steps for the establishment of the contract?

Steve/Linne – are you able to provide any timelines/milestones that have been established for the completion of the work? This will assist Sandy in her discussion with the Commission on our progress to date, otherwise we risk the timelines being dictated to us.

Your input in this regard would be most appreciated by end of day Thursday. Thank you.

Sherri-Lynn Foran
Director/Directrice
Enforcement Appeals & Litigation / Appels des mesures d'exécution et litiges
Sherri-Lynn.Foran@cbsa-asfc.gc.ca

From: Fournier, Linne
Sent: September 20, 2018 10:13 AM
To: Mckay, Réa <Rea.Mckay@cbsa-asfc.gc.ca>
Cc: Brisson, Sonya <Sonya.Brisson@cbsa-asfc.gc.ca>; Senior, Martine <Martine.Senior@cbsa-asfc.gc.ca>; Dahan, Josephine <Josephine.Dahan@cbsa-asfc.gc.ca>; Foran, Sherri-Lynn <Sherri-Lynn.Foran@cbsa-asfc.gc.ca>; Kozak, Sandy <Sandy.Kozak@cbsa-asfc.gc.ca>; Alimohamed, Natasha <Natasha.Alimohamed@cbsa-asfc.gc.ca>
Subject: FW: Procurement (sole source 25K) ·
Importance: High

Réa,

Could you kindly send this request up the chain to Pierre Lessard to move it forward and get someone assigned to the review quickly? This is the clearance to move forward on the contract for the case.

(Original request sent to security is herein attached)

Thanks,
Linne

Linne Fournier

Director, Strategic Workforce Management Division
Canada Border Services Agency
Government of Canada
linne.fournier@cbsa-asfc.gc.ca
Tel: 613-957-3186 / TTY: 866-335-3237
Directrice, Direction générale des RH
Agence des services frontaliers du Canada
Gouvernement du Canada
linne.fournier@cbsa-asfc.gc.ca
Tel: 613-957-3186 / ATS: 866-335-3237

From: Dahan, Josephine
Sent: September 20, 2018 10:00 AM
To: Foran, Sherri-Lynn <Sherri-Lynn.Foran@cbsa-asfc.gc.ca>; Fournier, Linne <Linne.Fournier@cbsa-asfc.gc.ca>
Cc: Kozak, Sandy <Sandy.Kozak@cbsa-asfc.gc.ca>; Dastous, Pierre <Pierre.Dastous@cbsa-asfc.gc.ca>; Alimohamed, Natasha <Natasha.Alimohamed@cbsa-asfc.gc.ca>
Subject: RE: Procurement (sole source 25K)

We are still waiting for security. Martine Senior or Linne Fournier can provide further updates.
Josephine

From: Foran, Sherri-Lynn
Sent: September 20, 2018 7:29 AM
To: Fournier, Linne <Linne.Fournier@cbsa-asfc.gc.ca>; Dahan, Josephine <Josephine.Dahan@cbsa-asfc.gc.ca>
Cc: Kozak, Sandy <Sandy.Kozak@cbsa-asfc.gc.ca>; Dastous, Pierre <Pierre.Dastous@cbsa-asfc.gc.ca>; Alimohamed, Natasha <Natasha.Alimohamed@cbsa-asfc.gc.ca>
Subject: RE: Procurement (sole source 25K)
Importance: High

Good morning,
Further to the message below, we have not yet received an update on the contract. Can you please advise if it is now in place? A response by end of day tomorrow would be most appreciated in order to provide an update to the Commission.

Sherri-Lynn Foran

Director, Enforcement Appeals & Litigation
Recourse Directorate, CBSA
Sherri-Lynn.Foran@cbsa-asfc.gc.ca / Tel: 343-291-7215 / TTY: 866-335-3237

Directrice, Appels des mesures d'exécution et litiges
Direction des recours, ASFC
Sherri-Lynn.Foran@cbsa-asfc.gc.ca / Tél. : 343-291-7215 / ATS : 866-335-3237

From: Foran, Sherri-Lynn
Sent: September 14, 2018 4:13 PM
To: Fournier, Linne <Linne.Fournier@cbsa-asfc.gc.ca>; Dahan, Josephine <Josephine.Dahan@cbsa-asfc.gc.ca>
Cc: Kozak, Sandy <Sandy.Kozak@cbsa-asfc.gc.ca>
Subject: FW: Procurement (sole source 25K)

Good afternoon Linne & Josephine,

Further to our call earlier this week, can you please advise if the contract has now been established, and if not the expected completion? As mentioned during the call, we are required to provide an update to the commission. Ideally in this update we will be able to confirm, at the very least, the contract is in place.

Please let me know at your earliest convenience. Thanks and have a great weekend.

Sherri-Lynn Foran
Director/Directrice
Enforcement Appeals & Litigation / Appels des mesures d'exécution et litiges
Sherri-Lynn.Foran@cbsa-asfc.gc.ca

From: Hawkins, Keren
Sent: September 10, 2018 4:40 PM
To: Dahan, Josephine <Josephine.Dahan@cbsa-asfc.gc.ca>; Foran, Sherri-Lynn <Sherri-Lynn.Foran@cbsa-asfc.gc.ca>; Mckay, Réa <Rea.Mckay@cbsa-asfc.gc.ca>; Fournier, Linne <Linne.Fournier@cbsa-asfc.gc.ca>; Pritchard, Keith <Keith.Pritchard@cbsa-asfc.gc.ca>; Kozak, Sandy <Sandy.Kozak@cbsa-asfc.gc.ca>
Cc: Dastous, Pierre <Pierre.Dastous@cbsa-asfc.gc.ca>; Durocher, Steven <Steven.Durocher@cbsa-asfc.gc.ca>; Alimohamed, Natasha <Natasha.Alimohamed@cbsa-asfc.gc.ca>; Fecteau, Jimmy <Jimmy.Fecteau@cbsa-asfc.gc.ca>; Pratt, Jason <Jason.Pratt@cbsa-asfc.gc.ca>; Charland, Louis <Louis.Charland@cbsa-asfc.gc.ca>; Sharkey, Katie <Katie.Sharkey@cbsa-asfc.gc.ca>; Melchers, Chantal <Chantal.Melchers@cbsa-asfc.gc.ca>
Subject: RE: Procurement (sole source 25K)

Thank you for this! The HRB lead will switch to TDD with the contractor in place. Keren Hawkins as DG and Steve Durocher as director responsible for the development of the learning product.

Katie Sharkey in my office will be a contact if Procurement needs any further information. Linne will close the loop with them tomorrow and advise any follow up to be with my office.

If any assistance is needed to provide the rationale for on the file, please don't hesitate to reach out. Steve is the training lead. He'll reach out to Keith.

Keren Hawkins
Director General, Human Resources Branch
Canada Border Services Agency / Government of Canada
Keren.Hawkins@cbsa-asfc.gc.ca / tel. 613-948-3328 / TTY: 866-335-3237
Directrice générale, Direction générale des ressources humaines
Agence des services frontaliers du Canada / Gouvernement du Canada
Keren.Hawkins@asfc.gc.ca / tel. 613-948-3328 / TTY: 866-335-3237

From: Dahan, Josephine
Sent: September 10, 2018 4:35 PM
To: Foran, Sherri-Lynn <Sherri-Lynn.Foran@cbsa-asfc.gc.ca>; Hawkins, Keren <Keren.Hawkins@cbsa-asfc.gc.ca>; Mckay, Réa <Rea.Mckay@cbsa-asfc.gc.ca>;

Fournier, Linne <Linne.Fournier@cbsa-asfc.gc.ca>; Pritchard, Keith <Keith.Pritchard@cbsa-asfc.gc.ca>; Kozak, Sandy <Sandy.Kozak@cbsa-asfc.gc.ca>
Cc: Dastous, Pierre <Pierre.Dastous@cbsa-asfc.gc.ca>; Durocher, Steven <Steven.Durocher@cbsa-asfc.gc.ca>; Alimohamed, Natasha <Natasha.Alimohamed@cbsa-asfc.gc.ca>; Fecteau, Jimmy <Jimmy.Fecteau@cbsa-asfc.gc.ca>; Pratt, Jason <Jason.Pratt@cbsa-asfc.gc.ca>; Charland, Louis <Louis.Charland@cbsa-asfc.gc.ca>
Subject: RE: Procurement (sole source 25K)

Hi Lynn,

We will still need an SRCL on file. If no security clearance is required the form will state as such. I recommend you follow up with security on this matter. Once we obtain the signed SRCL and assuming no security clearances are required, then we can issue the contract right away.

Josephine

From: Foran, Sherri-Lynn
Sent: September 10, 2018 4:25 PM
To: Hawkins, Keren <Keren.Hawkins@cbsa-asfc.gc.ca>; Dahan, Josephine <Josephine.Dahan@cbsa-asfc.gc.ca>; Mckay, Réa <Rea.Mckay@cbsa-asfc.gc.ca>; Fournier, Linne <Linne.Fournier@cbsa-asfc.gc.ca>; Pritchard, Keith <Keith.Pritchard@cbsa-asfc.gc.ca>; Kozak, Sandy <Sandy.Kozak@cbsa-asfc.gc.ca>
Cc: Dastous, Pierre <Pierre.Dastous@cbsa-asfc.gc.ca>; Durocher, Steven <Steven.Durocher@cbsa-asfc.gc.ca>; Alimohamed, Natasha <Natasha.Alimohamed@cbsa-asfc.gc.ca>; Fecteau, Jimmy <Jimmy.Fecteau@cbsa-asfc.gc.ca>; Pratt, Jason <Jason.Pratt@cbsa-asfc.gc.ca>; Charland, Louis <Louis.Charland@cbsa-asfc.gc.ca>
Subject: RE: Procurement (sole source 25K)

Good afternoon all,

Thank you for your participation in the call. I just want to take a moment to summarize, confirm roles/responsibilities and next steps:

- Linne – SOW complete (thanks!)
  - Limited scope based on confirmation that policy work has been completed and was accepted by the Commission.
- Josephine – please confirm as soon as the sole source contract has been awarded (hopefully in the coming days)
  - Security clearances does not appear to be an issue given 1) previous clearance 2) limited access to CBSA facilities 3) no need for access to network
- Keith – OPI for training
- Sandy – will provide update to Commission and continue to work with/provide support to TDD, she can also liaise with the CHRC as needed.

We will plan to have monthly calls in order to report on progress, and to touch base to determine if any additional support is required. Please do not hesitate to reach out to me and/or Sandy at any time.

Thanks again for all of your assistance in this matter. Have a good afternoon.

Sherri-Lynn Foran
Director/Directrice
Enforcement Appeals & Litigation / Appels des mesures d'exécution et litiges
Sherri-Lynn.Foran@cbsa-asfc.gc.ca

From: Foran, Sherri-Lynn
Sent: September 6, 2018 1:56 PM
To: Dahan, Josephine <Josephine.Dahan@cbsa-asfc.gc.ca>; Hawkins, Keren <Keren.Hawkins@cbsa-asfc.gc.ca>

Cc: Kozak, Sandy <Sandy.Kozak@cbsa-asfc.gc.ca>; Mckay, Réa <Rea.Mckay@cbsa-asfc.gc.ca>; Dastous, Pierre <Pierre.Dastous@cbsa-asfc.gc.ca>; Durocher, Steven <Steven.Durocher@cbsa-asfc.gc.ca>; Sharkey, Katie <Katie.Sharkey@cbsa-asfc.gc.ca>; Melchers, Chantal <Chantal.Melchers@cbsa-asfc.gc.ca>; Parfitt, Kirsten <Kirsten.Parfitt@cbsa-asfc.gc.ca>; Fournier, Linne <Linne.Fournier@cbsa-asfc.gc.ca>; Alimohamed, Natasha <Natasha.Alimohamed@cbsa-asfc.gc.ca>; Fecteau, Jimmy <Jimmy.Fecteau@cbsa-asfc.gc.ca>
Subject: RE: Procurement (sole source 25K)
Importance: High

Good afternoon,

I'm happy to schedule a meeting to discuss an approach in advancing the contract, however this is likely best upon Linne's return next week. In the interim, and as per Sandy's message on September 4th (attached for reference), we will have to provide the commission with an update in response to the following by end of day tomorrow:

> **In the circumstances, can you please either (i) provide confirmation that the training measures required by the Tribunal's Ruling have been completed, or (ii) provide an update on what has been completed so far, together with information about when any remaining steps will be completed?**

For your reference, the training measures ordered are as follows:

> (d) prepare training, separate from the existing on-line Diversity and Race Relations module, that includes discussions of the new policy or directive on race-based discrimination, as well as current case law concerning the phenomenon of racial profiling;
>
> (e) retain independent consultants with appropriate expertise with respect to the above noted matters to assist in the preparation of the required materials, policies or directives; and
>
> (f) ensure that within a reasonable period of time, (i) all BSOs have been provided with the training mentioned above, (ii) adequate measures have been put into place to ensure the training is provided to new recruits, and is refreshed periodically as appropriate, and (iii) the CBSA provides confirmation to Ms. Davis and the Commission that these steps have been completed.

This response is to be submitted to legal counsel at the CHRC, and should include reasons we have not been able to fulfill our obligations to date and be able to provide a timeline for completion.

Line last advised that the SOW had been resubmitted (early August), however it appears that the issue is now security clearance. Josephine, given the security requirement, have you gotten a sense as to how long this can take? Is there any way that Mr. Lessard can assist in having this expedited?

From the training perspective, Kirsten provided us with a summary of all of the training currently in place that relate to racial profiling, diversity / sensitivity etc. in early June. If there are an updates to this, that would be helpful for the purposes of demonstrating that we are making progress in this regard. That said, we will have to acknowledge the delay and in addressing the specific remedy ordered. Are we able to provide an estimated timeline (following the establishment of the contract) so that we can provide the Commission with this information?

Keren, you mentioned 'developing the policy that will form the subject material for the training'. Are you referring to the actual training content? I just want to clarify as we have previously confirmed the following as complete:

> c) develop and implement a policy or directive that specifically prohibits all forms of race-based discrimination under the CHRA, including racial profiling;

Given the above, do we have sufficient information and the right players necessary from Comptrollership and TDD to provide a few bullets demonstrating the current status, next steps and proposed timeline to respond by tomorrow? Please advise as soon as possible.

I would also like to note that the Commission has offered their support when requesting this update, and as such we intend to take this opportunity to see how they might assist. We will keep you informed in this regard.
Thank you very much for your assistance everyone. We look forward to hearing from you.

Sherri-Lynn Foran
Director/Directrice
Enforcement Appeals & Litigation / Appels des mesures d'exécution et litiges
Sherri-Lynn.Foran@cbsa-asfc.gc.ca

From: Dahan, Josephine
Sent: September 6, 2018 1:00 PM
To: Hawkins, Keren <Keren.Hawkins@cbsa-asfc.gc.ca>; Alimohamed, Natasha <Natasha.Alimohamed@cbsa-asfc.gc.ca>; Foran, Sherri-Lynn <Sherri-Lynn.Foran@cbsa-asfc.gc.ca>; Fecteau, Jimmy <Jimmy.Fecteau@cbsa-asfc.gc.ca>
Cc: Kozak, Sandy <Sandy.Kozak@cbsa-asfc.gc.ca>; Mckay, Réa <Rea.Mckay@cbsa-asfc.gc.ca>; Dastous, Pierre <Pierre.Dastous@cbsa-asfc.gc.ca>; Durocher, Steven <Steven.Durocher@cbsa-asfc.gc.ca>; Sharkey, Katie <Katie.Sharkey@cbsa-asfc.gc.ca>; Melchers, Chantal <Chantal.Melchers@cbsa-asfc.gc.ca>
Subject: RE: Procurement (sole source 25K) -

In this case, a security clearance would be required then.
Josephine

From: Hawkins, Keren
Sent: September 6, 2018 12:32 PM
To: Dahan, Josephine <Josephine.Dahan@cbsa-asfc.gc.ca>; Alimohamed, Natasha <Natasha.Alimohamed@cbsa-asfc.gc.ca>; Foran, Sherri-Lynn <Sherri-Lynn.Foran@cbsa-asfc.gc.ca>; Fecteau, Jimmy <Jimmy.Fecteau@cbsa-asfc.gc.ca>
Cc: Kozak, Sandy <Sandy.Kozak@cbsa-asfc.gc.ca>; Mckay, Réa <Rea.Mckay@cbsa-asfc.gc.ca>; Dastous, Pierre <Pierre.Dastous@cbsa-asfc.gc.ca>; Durocher, Steven <Steven.Durocher@cbsa-asfc.gc.ca>; Sharkey, Katie <Katie.Sharkey@cbsa-asfc.gc.ca>; Melchers, Chantal <Chantal.Melchers@cbsa-asfc.gc.ca>
Subject: RE: Procurement (sole source 25K) -

To clarify the person contracted is not to deliver training so this is not the security issue. The person being contracted by Réa's team is developing the policy that will form the subject material for the training.
TDD will then be able to design the training and deliver the training.

Keren Hawkins
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Keren.Hawkins@asfc.gc.ca / tel. 613-948-3328 / TTY: 866-335-3237

From: Dahan, Josephine
Sent: September 6, 2018 9:59 AM
To: Alimohamed, Natasha <Natasha.Alimohamed@cbsa-asfc.gc.ca>; Foran, Sherri-Lynn <Sherri-Lynn.Foran@cbsa-asfc.gc.ca>; Fecteau, Jimmy <Jimmy.Fecteau@cbsa-asfc.gc.ca>

Cc: Kozak, Sandy <Sandy.Kozak@cbsa-asfc.gc.ca>; Hawkins, Keren <Keren.Hawkins@cbsa-asfc.gc.ca>; Mckay, Réa <Rea.Mckay@cbsa-asfc.gc.ca>; Dastous, Pierre <Pierre.Dastous@cbsa-asfc.gc.ca>
Subject: RE: Procurement (sole source 25K)
Ok let me know how you want to proceed.
Josephine

From: Alimohamed, Natasha
Sent: September 6, 2018 9:55 AM
To: Dahan, Josephine <Josephine.Dahan@cbsa-asfc.gc.ca>; Foran, Sherri-Lynn <Sherri-Lynn.Foran@cbsa-asfc.gc.ca>; Fecteau, Jimmy <Jimmy.Fecteau@cbsa-asfc.gc.ca>
Cc: Kozak, Sandy <Sandy.Kozak@cbsa-asfc.gc.ca>; Hawkins, Keren <Keren.Hawkins@cbsa-asfc.gc.ca>; Mckay, Réa <Rea.Mckay@cbsa-asfc.gc.ca>; Dastous, Pierre <Pierre.Dastous@cbsa-asfc.gc.ca>
Subject: RE: Procurement (sole source 25K)
Thanks Josephine – good idea. SL and her team can explore with HR whether the contractor can develop the training off site and using unclassified material such that they do not need security clearance.

Natasha Alimohamed
A/Director General, Recourse Directorate
Finance and Corporate Management Branch
Canada Border Services Agency
Natasha.Alimohamed@cbsa-asfc.gc.ca / Tel: (343) 291-7187/ TTY: 1-866-335-3237
Directrice générale p.i., Directions des recours
Direction générale des finances et de la gestion organisationnelle
Agence des services frontaliers du Canada
Natasha.Alimohamed@cbsa-asfc.gc.ca / Tel: (343) 291-7187/ ATS: 1-866-335-3237

From: Dahan, Josephine
Sent: September 6, 2018 9:52 AM
To: Alimohamed, Natasha <Natasha.Alimohamed@cbsa-asfc.gc.ca>; Foran, Sherri-Lynn <Sherri-Lynn.Foran@cbsa-asfc.gc.ca>; Fecteau, Jimmy <Jimmy.Fecteau@cbsa-asfc.gc.ca>
Cc: Kozak, Sandy <Sandy.Kozak@cbsa-asfc.gc.ca>; Hawkins, Keren <Keren.Hawkins@cbsa-asfc.gc.ca>; Mckay, Réa <Rea.Mckay@cbsa-asfc.gc.ca>
Subject: RE: Procurement (sole source 25K)
If you hold the training off site, you may not need security clearances. This would be something for you to discuss with security to determine if a clearance is required.
Josephine

From: Alimohamed, Natasha
Sent: September 6, 2018 9:22 AM
To: Foran, Sherri-Lynn <Sherri-Lynn.Foran@cbsa-asfc.gc.ca>; Dahan, Josephine <Josephine.Dahan@cbsa-asfc.gc.ca>; Fecteau, Jimmy <Jimmy.Fecteau@cbsa-asfc.gc.ca>
Cc: Kozak, Sandy <Sandy.Kozak@cbsa-asfc.gc.ca>; Hawkins, Keren <Keren.Hawkins@cbsa-asfc.gc.ca>; Mckay, Réa <Rea.Mckay@cbsa-asfc.gc.ca>
Subject: RE: Procurement (sole source 25K)

Thank you for your voicemail, this morning, Josephine! I realize this file is new to you – as is the Agency! (welcome!!) – and I really appreciate you making it a priority. To keep Sherri-Lynn and her team in the loop, you indicated that the contract shd be in place in a day or two with security clearances still outstanding. As my team plans to provide the CHRC with an update before end of week, they will work with you and HR to come up with precise wording that can be relayed to counsel at the Commission.

Keren, Rea, Jimmy: I'm perfectly happy to hold a teleconference to provide you with the background on this file, if you still desire it. Just let me know w/a cc to the others on this email and we'll set this up – likely at this point for early next week.

Natasha Alimohamed
A/Director General, Recourse Directorate
Finance and Corporate Management Branch
Canada Border Services Agency
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Directrice générale p.i., Directions des recours
Direction générale des finances et de la gestion organisationnelle
Agence des services frontaliers du Canada
Natasha.Alimohamed@cbsa-asfc.gc.ca / Tel: (343) 291-7187/ ATS: 1-866-335-3237

From: Foran, Sherri-Lynn
Sent: September 5, 2018 4:00 PM
To: Dahan, Josephine <Josephine.Dahan@cbsa-asfc.gc.ca>
Cc: Alimohamed, Natasha <Natasha.Alimohamed@cbsa-asfc.gc.ca>; Kozak, Sandy <Sandy.Kozak@cbsa-asfc.gc.ca>
Subject: RE: Procurement (sole source 25K)

Good afternoon Josephine,

Further to the message below, we have been asked to provide an update to the Canadian Human Rights Commission on the status of the remedy ordered in the matter cited below. As Linne is currently away, I'm not certain if there has been any further action since your message below.

We have been reminded that it has been nearly seven months since our last update with the CHRC, over 18 months since the decision of the Federal Court and nearly 3 and half years since the Tribunal's decision was released to the parties. As such, the CHRC is requesting the following:

> **In the circumstances, can you please either (i) provide confirmation that the training measures required by the Tribunal's Ruling have been completed, or (ii) provide an update on what has been completed so far, together with information about when any remaining steps will be completed?**

While I understand there to be a critical backlog in contracting, we will require an in depth response as to why we have not been able to fulfill our obligations to date and be able to provide a timeline for completion. Sandy Kozak has also reached out to Linne Fournier and Kirsten Parfitt in HR, but I'm hoping that you might provide additional context from a contracting perspective, in order to provide an appropriate response on the status of the implementation of these remedies.

Our response is due to legal counsel at the CHRC by the end of this week, if possible. It would be most appreciated if you could provide us with an update at your earliest convenience. Please also note that I have been asked to convene a call with Jimmy Fecteau, Keren Hawkins and Réa McKay as soon as possible to discuss how best to advance this matter.

Thank you very much for your time Josephine, I look forward to hearing from you.

Sherri-Lynn Foran
Director/Directrice
Enforcement Appeals & Litigation / Appels des mesures d'exécution et litiges
Sherri-Lynn.Foran@cbsa-asfc.gc.ca

From: Dahan, Josephine
Sent: August 10, 2018 8:06 AM
To: Fournier, Linne <Linne.Fournier@cbsa-asfc.gc.ca>
Cc: Alimohamed, Natasha <Natasha.Alimohamed@cbsa-asfc.gc.ca>; Wallace, Scott <Scott.Wallace@cbsa-asfc.gc.ca>; Foran, Sherri-Lynn <Sherri-Lynn.Foran@cbsa-asfc.gc.ca>
Subject: RE: Procurement (sole source 25K)

Hi Linne,

Thank you for your email and lovely thoughts.

I'll see how we can expedite this process given the low dollar value nature of your request. Have you submitted a request to our general inbox already? If not, that would be the first step. Please advise.

Josephine

From: Fournier, Linne
Sent: August 9, 2018 6:03 PM
To: Dahan, Josephine <Josephine.Dahan@cbsa-asfc.gc.ca>
Cc: Alimohamed, Natasha <Natasha.Alimohamed@cbsa-asfc.gc.ca>; Wallace, Scott <Scott.Wallace@cbsa-asfc.gc.ca>; Foran, Sherri-Lynn <Sherri-Lynn.Foran@cbsa-asfc.gc.ca>
Subject: Procurement (sole source 25K)
Importance: High

Josephine,

Welcome to the CBSA! I heard some wonderful things about you already (at a senior level meeting a few weeks ago)!

I'm reaching out directly to you in the hopes that you can assist me in finding a quick solution for a contract under 25K that needs to be established in record time.

The contract is needed as per a recommendation in a Canadian Human Rights Complaint Decision and for which we were required to have remedies in place by 2017.

We are already lagging in our remedies for several reasons, hence the urgency of the matter today.

I can provide some feedback to you directly over the phone.

Please let me know if you wish to discuss further or if you prefer assigning this directly to your team.

I appreciate the attention you bring to this email – I look forward to meeting you in person.

Regards,

Linne

Herein attached

-CRS

-SOW

Below info regarding the CHRC versus CBSA Decision:

https://www.canlii.org/en/ca/chrt/doc/2014/2014chrt34/2014chrt34.html

Linne Fournier
Director, Human Resources Branch
Canada Border Services Agency

Government of Canada
linne.fournier@cbsa-asfc.gc.ca
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Directrice, Direction générale des RH
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linne.fournier@cbsa-asfc.gc.ca
Tel: 343-291-7123 / ATS: 866-335-3237

Taylor, Duane

From: Sasaki, Karen
Sent: February 13, 2019 10:48 AM
To: Bacon, Jason
Subject: FW: Profiling

What are your thoughts on assessment at the end of the racial profiling course? For the court decision, the idea is to make sure everyone has taken the course? Should we chat briefly?

This is what has put, but we can change it:

Assessment:
At the end of each module there is a brief quiz to recap key points. The course concludes with a scenario to allow you to apply what you've learned to typical on-the-job activities.
The passing grade for each quiz is [TBC]%.
To be able to confirm your participation at the end of this course, you must reach 100% completion. To do that, you have to view all of the course content and obtain a passing grade on all quizzes and tests.

From: Gauthier, Lyne
Sent: February-13-19 10:44 AM
To: Sasaki, Karen
Subject: Profiling

Bonjour Karen,

Nous avons reçu les storyboards finales pour Profiling ce matin :

Je les ai révisées et j'ai envoyé mes commentaires à Il y a malheureusement encore quelques changements à faire en terme de design, notamment au niveau des références (resource tab) et de la narration dans le module 2 que je trouve parfois trop longue et non pertinente car le même contenu apparaît dans sur l'écran.

Je remarque aussi une chose dans le BYB et je me demandais si le sujet avait été discuté avec les OPIs au début du projet. Merci de confirmer.

Assessment:
At the end of each module there is a brief quiz to recap key points. The course concludes with a scenario to allow you to apply what you've learned to typical on-the-job activities.
The passing grade for each quiz is [TBC]%.
To be able to confirm your participation at the end of this course, you must reach 100% completion. To do that, you have to view all of the course content and obtain a passing grade on all quizzes and tests.

J'ai demandé à Sara d'effectuer les changements requis aujourd'hui si possible et de m'appeler si elle avait des questions, car je rencontrerai Alison demain pour la prochaine étape, soit le développement.

Merci,

Lyne

Taylor, Duane

From: Griffiths, Karen
Sent: February 27, 2019 12:37 PM
To: Pratt, Jason
Subject: FW: Quick questions/comments - Racial profiling course
Attachments: RPP-Storyboard_Mod1-Revised_14feb19.docx; RPP-Storyboard_Mod2-Revised-14feb19.docx; RPP-Storyboard_Mod3-Revised-14feb19.docx

Jason,

Here is the content of the racial profiling course you requested.

Karen

From: Gauthier, Lyne
Sent: February 15, 2019 10:00 AM
To: Griffiths, Karen
Subject: TR: Quick questions/comments - Racial profiling course

Hi Karen,

Please find attached the 3 revised storyboards for the Profiling course.

I've kept the chain of emails for your information. ;)

Thanks again!

Lyne

De : Gauthier, Lyne
Envoyé : 15 février 2019 09:50
À :
Objet : TR: Quick questions/comments - Racial profiling course

Good morning

Thanks for the changes. I still have some concern about narration in Module 2 (the 5 cases). For timing reasons (one image, long narration), we may want to consider adding images and/or bullet points to summarize the situation while the content being narrated. For now, I suggest to use the storyboards as is, but Karen (the developer) may contact you should she also believe we need to make some changes in that regard.

On that note, I'll transfer the storyboards to Karen this morning for the next phase (development). For any further technical questions, you both can communicate directly with each other.

Please note that I'll be at our college in Rigaud from the February 21st to March 8th and will have a limited access to my emails.

Thanks again and have a great weekend!

Lyne

De :
Envoyé : 14 février 2019 12:17
À : Gauthier, Lyne <Lyne.Gauthier@cbsa-asfc.gc.ca>
Objet : RE: Quick questions/comments - Racial profiling course

Hi Lyne:
Here are the updated storyboards based on your feedback. See below for a few notes for you in red (for Valentine's Day 😉).
Please let me know if you need anything else!

From: Gauthier, Lyne <Lyne.Gauthier@cbsa-asfc.gc.ca>
Sent: February-13-19 3:01 PM
To:
Subject: RE: Quick questions/comments - Racial profiling course

Hi

Please find my answers to your questions in green.

Thanks again!

Lyne

De :
Envoyé : 13 février 2019 14:30
À : Gauthier, Lyne <Lyne.Gauthier@cbsa-asfc.gc.ca>
Objet : RE: Quick questions/comments - Racial profiling course

Hi Lyne – a couple of questions for you to clarify below.
Thanks again,

From: Gauthier, Lyne <Lyne.Gauthier@cbsa-asfc.gc.ca>
Sent: February-13-19 10:39 AM
To:
Subject: Quick questions/comments - Racial profiling course

Good morning

I have the chance of teleworking from home today… therefore I can enjoy the snow from the window! ;)

I've reviewed the 3 revised modules and here are my comments:

Module 1

- I've seen a few references to website links which we prefer not to use. Links will not be functional in the course so either we leave the reference as normal text or simply add it to the resource tab. Module 1, pages 6, 10, 11, 14, 23 and 26. Maybe we could use numbered reference in the content to refer to the resource tab instead?

Should these be done manually, or will automatic numbering transfer over into the elearning software? I have never done this, but I doubt the software will transfer. May be wrong. I'll ask Alison tomorrow. ;)
We've added the number of the relevant resources throughout (based on the list at the end of Module 3). In a couple of places we left reference to the Directive, to direct learners' attention to that.

Module 2

- I wonder if we could use the Module 1 summary in the content instead of being narrated. (see Module 3, page 20 for what you did to review Module 2).

Do you prefer that the Module 1 summary is added as a sentence in the content at the start of Module 2 - instead of having a summary slide at the end of the module?

I've reviewed the mentioned sections again... Sorry for the confusion. In fact, it is not a summary per say of Module 2 in Module 3 (p.20) but more of a quick reference/summary to present an activity. We can leave it as is.
It's pretty much the same thing for Module 1 reference in Module 2 (pages 5-6)... I like the summary at the end of each module with the learning objectives.
If so:
- do we do the same for Module 2 - remove the summary slide at the end and reinforce as needed to add to what is already referenced on page 20 of Module 3?
- do we keep the summary at the end of Module 3 as it's the end of the course? Yes, maybe a summary specific to the Module 3 (learning objectives as for the others) then to the course in general (like we have right now I believe)?
Done – can you check if you're ok with the order at the end of Module 3 – i.e.
Summary of Module 3
Quiz questions
Final assessment scenario
Close (summary of overall course)

- What was the change made based on Martine's comment on p.8 (BSO activities)? Could we change the wording?

Louis' group did not comment on that so assuming it was phrased correctly - should we reconfirm just to be sure? Yes, please do just to confirm.
Checked with Louis on the item and he provided some updated wording.

- I still find transcript a bit too exhaustive. In the cases, the narration is for text that is already included in the content on screen (for example, p. 18-19). The transcript text repeats the judgement and learnings from the case. Because it is a fixed image, I believe it would be more efficient to have more text content than transcript for the various cases, and if necessary, add another image...
- I like the description of the situation to be narrated as it provides more details than the short sentence on the screen, but cannot say the same for the judgement and learnings sections.

For the case law examples - we beefed up the summary in narration a little to make them a consistent length, and left the judgment and learnings on screen only. Hope this works!

- Instructions to activities should not be narrated (ex. select, use, etc.) but simply written as content.

Removed throughout.

Module 3

- I couldn't find Martine and Scott feedback in my emails. Was there any?

See mail sent yesterday.

Alison is out of town today and will back to the office tomorrow. Would you have the time to review my comments and make the required changes before I send her the storyboards tomorrow?

Should you wish to discuss or have questions, please give me a call at

Thanks :

Lyne

De :
Envoyé : 13 février 2019 08:13
À : Gauthier, Lyne <Lyne.Gauthier@cbsa-asfc.gc.ca>
Cc : James, Alison <Alison.James@cbsa-asfc.gc.ca>
Objet : RE: Quick question re references - Racial profiling course

Hi Lyne:
We just sent you through the revised storyboards, so you'll see that we included some direct sources in the on-screen text plus a complete list of resources consulted at the end. If the on-screen references are taking up too much "real estate", it could be limited to a few places where we quote some specific research studies. Once you've had a look, let me know and we can flag these.
We also made a start on the Before you begin section and noted some of the recommended pre-reading there.
Have a good day everyone!

From: Gauthier, Lyne <Lyne.Gauthier@cbsa-asfc.gc.ca>
Sent: February-13-19 8:04 AM
To:
Cc: James, Alison <Alison.James@cbsa-asfc.gc.ca>
Subject: RE: Quick question re references - Racial profiling course

Good morning

Alison transferred me your question about references and citations. How many are there in the course?

Here is what the standard committee decided about this (see page 5 of the attached document):

Is it nice to know information? Additional resources that you would like to include but are not required to complete the course will go in the Learning Resources section.

Therefore, I'd say that citation and other references not related to legislation should be there.

Required resources such as legislation are mentioned at the beginning of the course (Required Resources section after BYB), so that participants can open them and bookmark them for quick and easy access.

Hope this helps!

Lyne

From:
Sent: February 12, 2019 10:17 AM
To: James, Alison <Alison.James@cbsa-asfc.gc.ca>
Subject: Quick question re references - Racial profiling course

Hi Alison:
Hope all is well with you. Could you confirm how you usually include references / citations? For now we have included a few citations in the content where we've directly quoted research, and have included a list of all resources consulted in one list at the end. Does this work for you? If so, would you include a Reference tab with these?
Thanks in advance,

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Taylor, Duane

From: Senior, Martine
Sent: July 13, 2017 11:16 AM
To:
Cc: Serpa, Arminda
Subject: FW: Racial Profiling Awareness - Preliminary proposal
Attachments: P2010-RacialProfiling-DIV2017_Final.pdf

Good morning

We would like to thank you for the proposal concerning our Racial Profiling Training. We have looked at your proposal and met with our Director and with some colleagues in Training Development Division. Because of the reality of our Border Services Officers (BSO) who work on shift work and who are located across the country, we have come to the conclusion that an on-line course will be the best avenue for this training to reach all our BSOs. Therefore, we are considering your services as indicated in Phase 1 proposed in your document but also that Graybridge develop the content of the training. We would also like to have your assistance on a per diem basis after the content is developed to act as Subject Matter Experts, should we need to contact you for further details. Our Training Specialists will then take care of the design and development of the online product.

Can you also please confirm that once the content is developed by your company, it will be a property of the Crown so that the CBSA will be able to modify/update the content. Therefore, there will be no copyrights infringement and that we own the intellectual property rights?

Can you please send us an estimate of the cost, as per the above? We will then submit to our Director for his approval and our procurement section.

Have a wonderful day,
Martine

From:
Sent: June 8, 2017 7:01 AM
To: Senior, Martine <Martine.Senior@cbsa-asfc.gc.ca>
Cc: Serpa, Arminda <Arminda.Serpa@cbsa-asfc.gc.ca>;
Subject: Racial Profiling Awareness - Preliminary proposal

Good morning Martine:

We're pleased to submit the attached preliminary proposal for *Racial Profiling Awareness* training for your review and comment.

As mentioned, we would be happy to refine this further based on your determination of the final project scope.

Also, we had talked briefly about the new trend towards microlearning - Status of Women have released content for this year's GBA+ week in this format, in case you're interested:
https://www.youtube.com/user/CanadaSWC

and I are looking forward to hearing from you and Arminda again once you've reviewed the proposal.

Have a good day,

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Taylor, Duane

From: Bacon, Jason
Sent: September 28, 2018 10:03 AM
To: Gauthier, Lyne
Cc: Sasaki, Karen
Subject: FW: Racial profiling Awareness and Prevention training - clarifications re scope

Lyne, pls provide with our template along with a brief description of what your role will be.

Thanks

Jason

From: Durocher, Steven
Sent: September 28, 2018 9:51 AM
To: Charland, Louis <Louis.Charland@cbsa-asfc.gc.ca>
Cc: Senior, Martine <Martine.Senior@cbsa-asfc.gc.ca>; Pritchard, Keith <Keith.Pritchard@cbsa-asfc.gc.ca>; Fournier, Linne <Linne.Fournier@cbsa-asfc.gc.ca>; Bacon, Jason <Jason.Bacon@cbsa-asfc.gc.ca>
Subject: RE: Racial profiling Awareness and Prevention training - clarifications re scope

Certainly .... we will send that along shortly.

Steve

From:
Sent: September 28, 2018 8:43 AM
To: Durocher, Steven <Steven.Durocher@cbsa-asfc.gc.ca>; Charland, Louis <Louis.Charland@cbsa-asfc.gc.ca>
Cc: Senior, Martine <Martine.Senior@cbsa-asfc.gc.ca>; Pritchard, Keith <Keith.Pritchard@cbsa-asfc.gc.ca>; Fournier, Linne <Linne.Fournier@cbsa-asfc.gc.ca>; Bacon, Jason <Jason.Bacon@cbsa-asfc.gc.ca>
Subject: RE: Racial profiling Awareness and Prevention training - clarifications re scope

Hi Steve:
Thanks so much for these clarifications. Would it be possible to receive a sampling of the completed storyboards, as you mentioned, in the next couple of days?

Wishing everyone a good weekend,

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From: Durocher, Steven <Steven.Durocher@cbsa-asfc.gc.ca>
Sent: September-25-18 2:19 PM
To: ; Charland, Louis <Louis.Charland@cbsa-asfc.gc.ca>
Cc: Senior, Martine <Martine.Senior@cbsa-asfc.gc.ca>; Pritchard, Keith <Keith.Pritchard@cbsa-asfc.gc.ca>; I
Fournier, Linne <Linne.Fournier@cbsa-asfc.gc.ca>; Bacon, Jason <Jason.Bacon@cbsa-asfc.gc.ca>
Subject: RE: Racial profiling Awareness and Prevention training - clarifications re scope

Hi

It was a pleasure meeting with you last week. I have answered the questions below in red as my two cents on the matter from a training perspective.

Steve

From:
Sent: September 25, 2018 2:01 PM
To: Charland, Louis <Louis.Charland@cbsa-asfc.gc.ca>; Durocher, Steven <Steven.Durocher@cbsa-asfc.gc.ca>
Cc: Senior, Martine <Martine.Senior@cbsa-asfc.gc.ca>; Pritchard, Keith <Keith.Pritchard@cbsa-asfc.gc.ca>; Prince Ehoro <PEhoro@graybridgemalkam.com>
Subject: Racial profiling Awareness and Prevention training - clarifications re scope

Good afternoon Louis and Steven:

Thanks again for expediting the contract. After reviewing it we've noticed a few differences in scope when compared with our original proposal. We'd appreciate if you could clarify the following to better understand your requirements on a couple of items.

- *Storyboard templates/course standards*: As mentioned on Friday, the initial understanding (and the basis of our original proposal) was that you would require the vendor to develop the content up to the storyboard stage, and then provide support through instructional design. You referenced on Friday, and it is outlined in the contract, that we would now also be responsible for developing the storyboards. We do have the expertise in this area, but it would be very helpful if you could provide a copy of your storyboard template and course development standards to confirm the level of detail you include. Is this possible? **Yes, I will be able to forward you some sampling of completed storyboards.**
- *Course length:* An early meeting floated the idea of the course being 3.5 hours maximum (when a blended learning approach was also a possibility). In line with your other OITP courses, what is your average/maximum seat time for elearning? **Two things to be noted here. 1) A first step needs to**

identify the gap that needs to be filled and establish the clear learning objectives that must be met. As discussed on Friday, the length of training should meet the need established, not training filling the time allotted. For us, less is more. We do not like having online courses more than 1 to 1.5hrs in length total.

- *Travel:* The contract references doing some needs assessment interviews in person - can you confirm that these would be National Capital Region based only (and that information can be gathered from other regions by phone / survey) - i.e. no travel would be required? I am not familiar with your requirement for this step so difficult for me to comment, however I would suggest that a good cross-section of the target group be surveyed (more than just NOR). I am uncertain how the contract works – Martine/Linne can you please confirm? Notwithstanding the contractual obligations, I would suggest that your assessment of using other methods to obtain the information you desire is right on track – phone / survey / webex / videoconference, etc. and is inline with what we utilize ourselves to gather information.

Many thanks in advance,

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From: Charland, Louis <Louis.Charland@cbsa-asfc.gc.ca>
Sent: September-21-18 1:36 PM
To:
Cc: Senior, Martine <Martine.Senior@cbsa-asfc.gc.ca>; Pritchard, Keith <Keith.Pritchard@cbsa-asfc.gc.ca>
Subject: RE: Copy of the Policy to send to the Contractor - Racial profiling Awareness and Prevention training

Hello,

Attached is the revised Part 1: Introduction Chapter 4: Awareness Issues of the PPM which raises awareness about various issues CBSA employees could possibly face in their interaction with the public and highlights the directive that specifically prohibits all forms of race-based discrimination under the CHRA, including racial profiling.

Please don't hesitate to contact us should you have any questions.

Regards,

Louis Charland
A / Senior Program Advisor | Conseiller principal de programmes p.i.
Air Programs Unit | Unité des programmes du mode aérien
Program & Policy Management | Politiques et gestion de programme
Programs Branch | Direction générale des programmes
Canada Border Services Agency | Agence des services frontaliers du Canada
191 Laurier Ave West 15th Floor 15069 | 191 Laurier Ave Ouest, 15ième étage 15069
Ottawa, ON K1A 0L8
Louis.Charland@cbsa-asfc.gc.ca
Telephone | Téléphone 613-954-7217 / Facsimile | Télécopieur 613- 952-2134 / Teletypewriter | Téléimprimeur 1-866-335-3237

Government of Canada | Gouvernement du Canada

From: Senior, Martine
Sent: September 21, 2018 1:24 PM
To: Charland, Louis <Louis.Charland@cbsa-asfc.gc.ca>
Cc:
Subject: Copy of the Policy to send to the Contractor - Racial profiling Awareness and Prevention training

Bonjour Louis,

Following our meeting this morning, please find below the Contractors' contact information; can you please send them a copy of the Policy?

Thank you.

Martine

Senior Program Advisor, Employment Equity and Diversity, HR Branch
Canada Border Services Agency/ Government of Canada
Martine.Senior@cbsa-asfc.gc.ca / NEW Tel.: 613-957-6027 / TTY: 866-335-3237

Conseillère principale de programmes, Équité en matière d'emploi et diversité, DG des RH
Agence des services frontaliers du Canada/ Gouvernement du Canada
Martine.Senior@cbsa-asfc.gc.ca / NOUVEAU Tél. : 613-957-6027 / ATS: 866-335-3237

Taylor, Duane

From: Bacon, Jason
Sent: September 14, 2018 10:08 AM
To: Sasaki, Karen
Subject: FW: Racial Profiling Awareness and Prevention training

Karen,

We'll need to assign a designer on this product. good news for us is we're simply going to be playing a support role with the contractors as they will be responsible for the design. Any idea who could assist? Julie-Anne?

Thanks,

Jason

From: Durocher, Steven
Sent: September 13, 2018 1:48 PM
To: Bacon, Jason
Subject: Fw: Racial Profiling Awareness and Prevention training

Sent from my BlackBerry 10 smartphone on the Bell network.

From: Plante, Sébastien <Sebastien.Plante@cbsa-asfc.gc.ca>
Sent: Thursday, September 13, 2018 1:22 PM
To: Durocher, Steven
Cc: Senior, Martine
Subject: RE: Racial Profiling Awareness and Prevention training

Hi Steven,

Here are the documents.

Sébastien Plante
613-948-9757

From: Senior, Martine
Sent: September 13, 2018 12:02 PM
To: Durocher, Steven <Steven.Durocher@cbsa-asfc.gc.ca>; Plante, Sébastien <Sebastien.Plante@cbsa-asfc.gc.ca>
Subject: RE: Racial Profiling Awareness and Prevention training

Hi Steven,

My apologies; we had provided you access to the document on Apollo. Not sure why it didn't work. Therefore, we will send you the documents as attachments.

Sébastien,

Peux-tu s'il te plaît lui envoyer les documents en pièces jointes? Merci.

Thanks,
Martine

From: Durocher, Steven
Sent: September 13, 2018 11:48 AM
To: Senior, Martine <Martine.Senior@cbsa-asfc.gc.ca>
Subject: RE: Racial Profiling Awareness and Prevention training

Hi Martine,

I appear to be blocked from accessing it. Can you send it another way or provide access to the Apollo link?

THAnks,

Steve

From: Senior, Martine
Sent: September 13, 2018 11:06 AM
To: Durocher, Steven <Steven.Durocher@cbsa-asfc.gc.ca>
Subject: RE: Racial Profiling Awareness and Prevention training

Good morning Steve,

Please find the link to the procurement documents and the Contractor's proposal:

Procurement documents

See you next Friday,
Martine

-----Original Appointment-----
From: Comeau, Jacqueline **On Behalf Of** Durocher, Steven
Sent: September 13, 2018 8:25 AM
To: Senior, Martine
Subject: Accepted: Racial Profiling Awareness and Prevention training
When: September 21, 2018 10:00 AM-11:00 AM (UTC-05:00) Eastern Time (US & Canada).
Where: SRS 15th floor, large boardroom 15033

Taylor, Duane

From: James, Alison
Sent: November 6, 2018 12:07 PM
To: Sasaki, Karen; Gauthier, Lyne
Cc: Bacon, Jason
Subject: FW: Racial Profiling Awareness Course

Hey,

Just a quick note/reminder ☺

When we build the English product, the Storyboards will be used as our review documents via tracked changes (by Lyne). Any changes to the English storyboards will have to be reflected in the French storyboards when they come back from translation. Once the English is 100% approved and the French concordance is complete, we will start the French build.

I just wanted to clarify that process as things are significantly different (but easier!) when we build in HTML5, and not Storyline.

Thanks,

Alison

From: McCambley, Vickie
Sent: November 2, 2018 3:21 PM
To: James, Alison
Subject: FW: Racial Profiling Awareness Course

Hi Alison,

Fyi...not sure you were consulted on these dates.

From: Bacon, Jason
Sent: November 2, 2018 12:41 PM
To: Durocher, Steven <Steven.Durocher@cbsa-asfc.gc.ca>
Cc: McCambley, Vickie <Vickie.McCambley@cbsa-asfc.gc.ca>
Subject: Racial Profiling Awareness Course

Hi Steve,

As requested, please find below a high-level timeline for the design and development of the Racial Profiling Awareness course. Note, these are estimates and they are based on a storyboard completion date of end of January, which is the date from the contract. All activities will be completed by GM, aside from the last activity, which will be completed by LT and the Translation Bureau.

Completion date	**Activity**
Nov 16, 2018	Needs assessment
Nov 23, 2018	Outline of key topics
Nov 30, 2018	Draft Learning Design Plan (LDP)
Dec 7, 2018	Final LDP
January 18, 2019	Draft storyboards
Feb 1, 2019	Final storyboards
March 15, 2019	Translation and online development of French and English

We will be updated by GM every two weeks.

Hope this helps

Jason

Taylor, Duane

From: Gauthier, Lyne
Sent: December 3, 2018 02:14 PM
To: Sasaki, Karen
Cc: Bacon, Jason
Subject: FW: Racial Profiling Awareness

J'ai sauvegardé le LDP et courriel de sur Apollo.
PVI, voici le plus récent compte-rendu de sur le projet reçu ce matin. Il est aussi sauvegardé sous Apollo.

Lyne
~~~~~~~~~

From:
Sent: December 3, 2018 10:40 AM
To: Gauthier, Lyne
Subject: RE: Racial profiling Awareness and Prevention Training - progress (Nov 19-30, 2018)
Hi Lyne:
Here's the latest bi-weekly report. If you need any additional information, please let me know.
Have a good day,

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Period:	**Nov 19-30, 2018**
Activities	Received content-related input by email from Martine Senior (Employment Equity and Diversity)
	Received clarification on technical questions by email from Alison James (Learning Technologies)
	Submitted Learning Design Plan (LDP) to Lyne Gauthier on Nov 26, 2018
Issues/questions/clarifications	N/A
~~~~~~~~~

Next steps	Feedback on LDP requested from OPIs by Dec 7, 2018
	Storyboard #1 to be submitted on Dec 14, 2018
	To follow up with OPIs and Alison James for any additional clarifications, as needed

From: Sasaki, Karen
Sent: December 3, 2018 9:09 AM
To: Gauthier, Lyne
Subject: RE: Racial Profiling Awareness

Merci! This is perfect. Would you please put this document in Apollo?
I know is updating you every two weeks, but we'll need to brief Jason every Thursday – even if it's just: "everything is on track, no change from the previous week"

From: Gauthier, Lyne
Sent: December-03-18 7:35 AM
To: Sasaki, Karen <Karen.Sasaki@cbsa-asfc.gc.ca>
Subject: RE: Racial Profiling Awareness

Bon matin,
m'a envoyé le LDP la semaine dernière. Je l'ai révisé et apporté mes commentaires. Elle doit l'envoyer aux OPIs pour leur approbation.
Nous sommes à jour dans les dates

Completion date	Activity
Nov 16, 2018	Needs assessment
Nov 23, 2018	Outline of key topics
Nov 30, 2018	Draft Learning Design Plan (LDP)
Dec 7, 2018	Final LDP
January 18, 2019	Draft storyboards
Feb 1, 2019	Final storyboards
March 15, 2019	Translation and online development of French and English

J'ai aussi rencontré Alison la semaine passée pour lui parler du projet et des échéanciers. avait des questions techniques auxquelles Alison répondra.
me fait un update toutes les 2 semaines.
Voici le 1er compte rendu qu'elle m'a fait, j'attends le second aujourd'hui.

Period:	**Nov 2-16, 2018**

Activities	Reviewed revised Part 1 > Chapter 4 of the People Processing Manual, including the new directive on Non-Discriminatory Treatment; the CBSA Diversity and Race Relations course
	Meeting held with racial profiling directive SMEs (Louis Charland and Keith Pritchard) and CBSA Project Manager (Lyne Gauthier) on Nov 8
	Reviewed all CBSA instructional design templates: Learning Design Plan, Storyboards
	Other resources reviewed include: - CBSA website (code of conduct, values in action) - Ontario and Nova Scotia Human Rights Commission resources on racial profiling - Resources from other law enforcement agencies (Ottawa Police, RCMP, Toronto Police) - Relevant research and case law in the public domain
Issues/questions/clarifications	Recommended by CBSA SMEs to use case law instead of interviewing Traveller Operations to gather scenarios
Next steps	Call with Martine Senior of CBSA to gather additional input (waiting on reply to confirm time)
	Review additional materials received from CBSA on Toronto Police Services course
	Deliver draft Learning Design Plan, supplemented with key findings from the needs assessment (by Nov 23)

Lyne G
Tel: 343-291-6377

From: Sasaki, Karen
Sent: November 30, 2018 2:10 PM
To: Gauthier, Lyne <Lyne.Gauthier@cbsa-asfc.gc.ca>
Subject: Racial Profiling Awareness
Bonjour Lyne,
Jason needs to report up on this course every Friday, so would you mind sending me a quick status update every Thursday?
Merci,
Karen

Taylor, Duane

From: Boileau-Bradette, Julie
Sent: March 27, 2019 09:53 AM
To: Nadiger, Chelsea; Desir, Sherley
Subject: FW: Racial Profiling Course Links
Attachments: RPP-Storyboard_Mod3-Revised-18mar19.docx

FYI... storyboards to you can see what the answers to the questions are...

Julie Boileau-Bradette

Team Leader – Officer Induction and Enforcement Training Unit, Human Resources Branch
Canada Border Services Agency / Government of Canada
Julie.boileau-bradette@cbsa-asfc.gc.ca / Tel: 343-291-6336 / Cell: / TTY: 866-335-3237

Chef d'équipe – Formation de base et exécution de la loi pour agents, Direction générale des ressources humaines
Agence des services frontaliers du Canada / Gouvernement du Canada
Julie.boileau-bradette@cbsa-asfc.gc.ca / Tél : 343-291-6336 / Tél. cell. : / TTY : 866-335-3237

From: Griffiths, Karen <Karen.Griffiths@cbsa-asfc.gc.ca>
Sent: March 27, 2019 9:42 AM
To: Smets, Dorina <Dorina.Smets@cbsa-asfc.gc.ca>; Bernard, Melissa <Melissa.Bernard@cbsa-asfc.gc.ca>; Boileau-Bradette, Julie <Julie.Boileau-Bradette@cbsa-asfc.gc.ca>
Cc: Gauthier, Lyne <Lyne.Gauthier@cbsa-asfc.gc.ca>
Subject: RE: Racial Profiling Course Links

Here is the link to the storyboards:

I don't think that the scenario feedback is there so I have attached the original and posted the feedback below as well since it is difficult to see in the comments of the document.

Final Scenario Feedback

English:
Step 1

What is important at this stage? Select the reflection question that will best help you achieve each key BSO responsibility.

To apply BSO protocols consciously, I should ask myself:

– Is this a situation where I need to be prepared for my unconscious biases to arise? *[Correct - Being aware of your unconscious biases is a key step to disrupting them.]*

- To process this group of travellers as quickly as possible, should I rely on my gut instinct over protocol? *[Incorrect - Your gut instinct may feel right but it can be driven by your unconscious biases. Applying our protocols at all times is required.]*

To apply BSO protocols in a bias-neutral way, I should ask myself:

– Could negative stereotypes about people from this country of origin affect how I interact with these travellers? *[Correct - Challenging your assumptions will help you make fairer, more objective - and better - decisions.]*

- What do I know about travellers from this country that should influence how I process them? *[Incorrect - Our assumptions about certain groups of people can be based on inaccurate negative stereotypes present in society, and should not drive our decisions.]*

Step 2

To apply BSO protocols consistently, I should ask myself:

– How did I process travellers from the previous flight? *[Correct - Reflecting on how you've interacted with other groups of people will help you apply our protocols in the same way with all travellers.]*

- How should I process travellers from this religious background? *[Incorrect - All travellers seeking entry to Canada must be processed according to the same rules and regulations.]*

To demonstrate a professional and courteous manner, I should ask myself:

– How can I provide a positive experience to these travellers? *[Correct - BSOs have both an important responsibility and a tremendous opportunity to welcome the world to Canada.]*

- As I'm not so familiar with people who practice this religion, should I ask some additional questions? *[Incorrect - Questions should focus on the situation at hand only, and not relate to personal characteristics.]*

Step 3

To apply BSO protocols consistently, I should ask myself:

– Could racialized characteristics of these travellers affect how I interact with them? *[Correct – By anticipating that our unconscious biases may arise in certain situations, we can prepare ourselves to disrupt them when they arise.]*

- How can I stick with protocol when I can't communicate in their language? *[Incorrect - The Port of Entry Examinations resource provides guidance on how BSOs should conduct examinations, including in situations where we need to process a traveller speaking an unfamiliar language.]*

To demonstrate a professional and courteous manner, I should ask myself:

– Should I offer the services of a translator or interpreter for the senior couple? *[Correct - See the Port of Entry Examinations resource for more information on appropriate procedures when interpretation or translation is needed.]*

- Should I raise my voice to help these travellers understand me? *[Incorrect - For effective guidelines for cross-cultural communication, see Part 1 of the People Processing Manual.]*

Step 4

To apply BSO protocols consciously, I should ask myself:

– Would another colleague make the same decision? *[Correct - Looking at the situation from a colleague or supervisor's perspective can help you ensure you are following protocol.]*

- If I've always done it this way, shouldn't it work in this situation? *[Incorrect - It is advisable to take a moment to think deliberately through your actions based on the facts of each situation.]*

To apply BSO protocols in a bias-neutral way, I should ask myself:

– Am I acting on a hunch or are there multiple indicators to validate this decision? *[Correct - Question your hunch or gut reaction - base all decisions and actions on facts.]*

- After I've followed protocol, what personal characteristics (such as physical appearance) can I factor in to validate my decision? *[Incorrect - BSO decisions and actions should be based on behavioural and situational facts only.]*

Step 5

To demonstrate BSO protocols in a bias-neutral way, I should ask myself:

– How can I clearly explain the next steps? *[Correct - Try to look at the situation from the traveller's perspective when explaining the reasons for your decision.]*

- If a person reacts emotionally during an examination, doesn't this indicate something suspicious? *[Incorrect - Not necessarily. Carefully examine all the facts before making a decision, and also consider that people from different cultures may exhibit emotions differently.]*

To demonstrate a professional and courteous manner, I should ask myself:

– How can I demonstrate tolerance and tact when travellers seem upset? *[Correct - Past experience can compound how strongly people may react when they even perceive that they are receiving discriminatory treatment.]*

- If a person is agitated, shouldn't I just end the conversation, especially when there's a long line-up? *[Incorrect - As BSOs, we should focus on resolving any issues that arise and communicating in a transparent way to build the trust of travellers.]*

French:
Step 1

What is important at this stage? Select the reflection question that will best help you achieve each key BSO responsibility.

To apply BSO protocols consciously, I should ask myself:

– Is this a situation where I need to be prepared for my unconscious biases to arise? *[Bonne réponse – Prendre conscience de ses préjugés inconscients est une étape cruciale pour réussir à les limiter.]*

- To process this group of travellers as quickly as possible, should I rely on my gut instinct over protocol? *[Mauvaise réponse – Votre instinct peut vous sembler bon, mais il peut aussi être mené par vos préjugés inconscients. L'application de nos protocoles est obligatoire en tout temps.]*

To apply BSO protocols in a bias-neutral way, I should ask myself:

– Could negative stereotypes about people from this country of origin affect how I interact with these travellers? *[Bonne réponse – Remettre vos suppositions en question vous aidera à être plus juste, plus objectif et à prendre de meilleures décisions.]*

- What do I know about travellers from this country that should influence how I process them? *[Mauvaise réponse – Nos suppositions à propos de certains groupes de personnes peuvent être fondés sur des stéréotypes négatifs et erronés présents dans la société, et ne devraient pas influencer nos décisions.]*

Step 2

To apply BSO protocols consistently, I should ask myself:

– How did I process travellers from the previous flight? *[Bonne réponse – Réfléchir sur la façon que vous avez interagi avec les autres groups de personnes vous aidera à appliquer les protocoles de la même façon avec tous les autres voyageurs.]*

- How should I process travellers from this religious background? *[Mauvaise réponse - Tous voyageurs cherchant à entrer au Canada doit être servi en vertu des mêmes règles et règlements.]*

To demonstrate a professional and courteous manner, I should ask myself:

– How can I provide a positive experience to these travellers? *[Bonne réponse – Les ASF ont une responsabilité et une opportunité considérables d'accueillir le monde entier au Canada.]*

- As I'm not so familiar with people who practice this religion, should I ask some additional questions? *[Mauvaise réponse – Les questions devraient mettre l'emphase sur la présente situation seulement, et ne pas être reliées aux caractéristiques personnelles.]*

Step 3

To apply BSO protocols consistently, I should ask myself:

– Could racialized characteristics of these travellers affect how I interact with them? *[Bonne réponse – En anticipant que nos préjugés inconscients peuvent survenir dans certaines situations, nous pouvons nous préparer à les limiter lorsqu'ils se présentent.]*

- How can I stick with protocol when I can't communicate in their language? *[Mauvaise réponse – Les ressources portant sur les examens aux points d'entrée guident la façon dont les ASF doivent effectuer ces examens, dont les situations où nous avons besoin de servir un voyageur parlant une langue non familière.]*

To demonstrate a professional and courteous manner, I should ask myself:

– Should I offer the services of a translator or interpreter for the senior couple? *[Bonne réponse – Référez-vous aux ressources portant sur les examens aux points d'entrée pour plus d'information sur les procédures requises lorsque des services d'interprétation ou de traductions sont requis.]*

- Should I raise my voice to help these travellers understand me? *[Mauvaise réponse – Pour des directives sur la communication avec les différentes cultures, référez-vous à la partie 1 du Manuel sur le traitement des personnes.]*

Step 4

To apply BSO protocols consciously, I should ask myself:

– Would another colleague make the same decision? *[Bonne réponse - Regarder la situation du point de vue d'un collègue ou d'un superviseur peut vous aider à confirmer que vous respectez les protocoles.]*

- If I've always done it this way, shouldn't it work in this situation? *[Mauvaise réponse – Il est conseillé de prendre un moment pour réfléchir à vos actions afin de vous assurer que celles-ci soient fondées sur les faits propres à chaque situation.]*

To apply BSO protocols in a bias-neutral way, I should ask myself:

– Am I acting on a hunch or are there multiple indicators to validate this decision? *[Bonne réponse - Questionner votre intuition ou votre instinct - Fonder toutes vos décisions et actions sur des faits.]*

- After I've followed protocol, what personal characteristics (such as physical appearance) can I factor in to validate my decision? *[Mauvaise réponse – Les décisions et actions des ASF devraient seulement être fondées sur des faits comportementaux et situationnels.]*

Step 5

To demonstrate BSO protocols in a bias-neutral way, I should ask myself:

– How can I clearly explain the next steps? *[Bonne réponse – Tentez de regarder la situation du point de vue du voyageur lorsque vous leur expliquez les raisons de votre décision.]*

- If a person reacts emotionally during an examination, doesn't this indicate something suspicious? *[Mauvaise réponse – Pas nécessairement. Examinez attentivement tous les faits avant de prendre une décision, et prenez aussi en considération que les personnes de cultures différentes peuvent démontrer les émotions de façon différente.]*

To demonstrate a professional and courteous manner, I should ask myself:

– How can I demonstrate tolerance and tact when travellers seem upset? *[Bonne réponse – Les expériences passées peuvent contribuer à la façon de réagir de certaines personnes, surtout si elles ont l'impression de recevoir un traitement discriminatoire.]*

- If a person is agitated, shouldn't I just end the conversation, especially when there's a long line-up? *[Mauvaise réponse – En tant qu'ASF, nous devrions nous concentrer sur la résolution de tout problème qui se présente et communiquer de manière transparente afin de bâtir la confiance des voyageurs.]*

From: Smets, Dorina <Dorina.Smets@cbsa-asfc.gc.ca>
Sent: March 27, 2019 8:40 AM
To: Griffiths, Karen <Karen.Griffiths@cbsa-asfc.gc.ca>; Bernard, Melissa <Melissa.Bernard@cbsa-asfc.gc.ca>; Boileau-Bradette, Julie <Julie.Boileau-Bradette@cbsa-asfc.gc.ca>
Cc: Gauthier, Lyne <Lyne.Gauthier@cbsa-asfc.gc.ca>
Subject: RE: Racial Profiling Course Links

Thanks Karen
Could you provide the correct answers (or e.g. send the link to the storyboard?) – that will make it easier for us to "pass" the quiz.

Julie: Melissa is off sick today – shall we test/take notes of possible issues with functionality while we read through the modules?

Dorina Smets
Tel: 343-291-6371

From: Griffiths, Karen <Karen.Griffiths@cbsa-asfc.gc.ca>
Sent: March 27, 2019 8:35 AM
To: Smets, Dorina <Dorina.Smets@cbsa-asfc.gc.ca>; Bernard, Melissa <Melissa.Bernard@cbsa-asfc.gc.ca>; Boileau-Bradette, Julie <Julie.Boileau-Bradette@cbsa-asfc.gc.ca>
Cc: Gauthier, Lyne <Lyne.Gauthier@cbsa-asfc.gc.ca>
Subject: Racial Profiling Course Links

Good morning Ladies,

Here are the links to the French and English courses for your review. Please note in order to see the final results in Module 3 you will be required to get 80% on the scenario questions. If the scenario is failed on the 2nd attempt you will not be able to see the final couple of blocks.

French:
English:

Karen Griffiths
Elearning & Multimedia Developer / Développeur d'apprentissage en ligne & Multimédia
Canada Border Services Agency / Agence des services frontaliers du Canada
Government of Canada / Gouvernement du Canada
Karen.Griffiths@cbsa-asfc.gc.ca / Tel : 343-291-7472

Taylor, Duane

From: Griffiths, Karen
Sent: March 28, 2019 02:22 PM
To: 'Karen Griffiths'
Subject: FW: Racial Profiling Course Links
Attachments: Racial Profiling - JBB comments.docx

From: Boileau-Bradette, Julie
Sent: March 27, 2019 4:35 PM
To: Griffiths, Karen ; Smets, Dorina ; Bernard, Melissa
Cc: Gauthier, Lyne
Subject: RE: Racial Profiling Course Links

My comments for the Intro and Module 1.

J

Julie Boileau-Bradette

Team Leader – Officer Induction and Enforcement Training Unit, Human Resources Branch
Canada Border Services Agency / Government of Canada
Julie.boileau-bradette@cbsa-asfc.gc.ca / Tel: 343-291-6336 / Cell: / TTY: 866-335-3237

Chef d'équipe – Formation de base et exécution de la loi pour agents, Direction générale des ressources humaines
Agence des services frontaliers du Canada / Gouvernement du Canada
Julie.boileau-bradette@cbsa-asfc.gc.ca / Tél : 343-291-6336 / Tél. cell. : (/ TTY : 866-335-3237

From: Griffiths, Karen <Karen.Griffiths@cbsa-asfc.gc.ca>
Sent: March 27, 2019 9:42 AM
To: Smets, Dorina <Dorina.Smets@cbsa-asfc.gc.ca>; Bernard, Melissa <Melissa.Bernard@cbsa-asfc.gc.ca>; Boileau-Bradette, Julie <Julie.Boileau-Bradette@cbsa-asfc.gc.ca>
Cc: Gauthier, Lyne <Lyne.Gauthier@cbsa-asfc.gc.ca>
Subject: RE: Racial Profiling Course Links

Here is the link to the storyboards:

I don't think that the scenario feedback is there so I have attached the original and posted the feedback below as well since it is difficult to see in the comments of the document.

Final Scenario Feedback

English:
Step 1

What is important at this stage? Select the reflection question that will best help you achieve each key BSO responsibility.

To apply BSO protocols consciously, I should ask myself:

– Is this a situation where I need to be prepared for my unconscious biases to arise? *[Correct - Being aware of your unconscious biases is a key step to disrupting them.]*

- To process this group of travellers as quickly as possible, should I rely on my gut instinct over protocol? *[Incorrect - Your gut instinct may feel right but it can be driven by your unconscious biases. Applying our protocols at all times is required.]*

To apply BSO protocols in a bias-neutral way, I should ask myself:

– Could negative stereotypes about people from this country of origin affect how I interact with these travellers? *[Correct - Challenging your assumptions will help you make fairer, more objective - and better - decisions.]*

- What do I know about travellers from this country that should influence how I process them? *[Incorrect - Our assumptions about certain groups of people can be based on inaccurate negative stereotypes present in society, and should not drive our decisions.]*

Step 2

To apply BSO protocols consistently, I should ask myself:

– How did I process travellers from the previous flight? *[Correct - Reflecting on how you've interacted with other groups of people will help you apply our protocols in the same way with all travellers.]*

- How should I process travellers from this religious background? *[Incorrect - All travellers seeking entry to Canada must be processed according to the same rules and regulations.]*

To demonstrate a professional and courteous manner, I should ask myself:

– How can I provide a positive experience to these travellers? *[Correct - BSOs have both an important responsibility and a tremendous opportunity to welcome the world to Canada.]*

- As I'm not so familiar with people who practice this religion, should I ask some additional questions? *[Incorrect - Questions should focus on the situation at hand only, and not relate to personal characteristics.]*

Step 3

To apply BSO protocols consistently, I should ask myself:

– Could racialized characteristics of these travellers affect how I interact with them? *[Correct – By anticipating that our unconscious biases may arise in certain situations, we can prepare ourselves to disrupt them when they arise.]*

- How can I stick with protocol when I can't communicate in their language? *[Incorrect - The Port of Entry Examinations resource provides guidance on how BSOs should conduct examinations, including in situations where we need to process a traveller speaking an unfamiliar language.]*

To demonstrate a professional and courteous manner, I should ask myself:

– Should I offer the services of a translator or interpreter for the senior couple? *[Correct - See the Port of Entry Examinations resource for more information on appropriate procedures when interpretation or translation is needed.]*

- Should I raise my voice to help these travellers understand me? *[Incorrect - For effective guidelines for cross-cultural communication, see Part 1 of the People Processing Manual.]*

Step 4

To apply BSO protocols consciously, I should ask myself:

– Would another colleague make the same decision? *[Correct - Looking at the situation from a colleague or supervisor's perspective can help you ensure you are following protocol.]*

- If I've always done it this way, shouldn't it work in this situation? *[Incorrect - It is advisable to take a moment to think deliberately through your actions based on the facts of each situation.]*

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Step 5

To demonstrate BSO protocols in a bias-neutral way, I should ask myself:

– How can I clearly explain the next steps? *[Correct - Try to look at the situation from the traveller's perspective when explaining the reasons for your decision.]*

- If a person reacts emotionally during an examination, doesn't this indicate something suspicious? *[Incorrect - Not necessarily. Carefully examine all the facts before making a decision, and also consider that people from different cultures may exhibit emotions differently.]*

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French:

Step 1

What is important at this stage? Select the reflection question that will best help you achieve each key BSO responsibility.

To apply BSO protocols consciously, I should ask myself:

– Is this a situation where I need to be prepared for my unconscious biases to arise? *[Bonne réponse – Prendre conscience de ses préjugés inconscients est une étape cruciale pour réussir à les limiter.]*

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- Should I raise my voice to help these travellers understand me? *[Mauvaise réponse – Pour des directives sur la communication avec les différentes cultures, référez-vous à la partie 1 du Manuel sur le traitement des personnes.]*

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Step 5

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– How can I clearly explain the next steps? *[Bonne réponse – Tentez de regarder la situation du point de vue du voyageur lorsque vous leur expliquez les raisons de votre décision.]*

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From: Smets, Dorina <Dorina.Smets@cbsa-asfc.gc.ca>
Sent: March 27, 2019 8:40 AM

To: Griffiths, Karen <Karen.Griffiths@cbsa-asfc.gc.ca>; Bernard, Melissa <Melissa.Bernard@cbsa-asfc.gc.ca>; Boileau-Bradette, Julie <Julie.Boileau-Bradette@cbsa-asfc.gc.ca>
Cc: Gauthier, Lyne <Lyne.Gauthier@cbsa-asfc.gc.ca>
Subject: RE: Racial Profiling Course Links

Thanks Karen
Could you provide the correct answers (or e.g. send the link to the storyboard?) – that will make it easier for us to "pass" the quiz.

Julie: Melissa is off sick today – shall we test/take notes of possible issues with functionality while we read through the modules?

Dorina Smets
Tel: 343-291-6371

From: Griffiths, Karen <Karen.Griffiths@cbsa-asfc.gc.ca>
Sent: March 27, 2019 8:35 AM
To: Smets, Dorina <Dorina.Smets@cbsa-asfc.gc.ca>; Bernard, Melissa <Melissa.Bernard@cbsa-asfc.gc.ca>; Boileau-Bradette, Julie <Julie.Boileau-Bradette@cbsa-asfc.gc.ca>
Cc: Gauthier, Lyne <Lyne.Gauthier@cbsa-asfc.gc.ca>
Subject: Racial Profiling Course Links

Good morning Ladies,

Here are the links to the French and English courses for your review. Please note in order to see the final results in Module 3 you will be required to get 80% on the scenario questions. If the scenario is failed on the 2nd attempt you will not be able to see the final couple of blocks.

French:
English:

Karen Griffiths
Elearning & Multimedia Developer / Développeur d'apprentissage en ligne & Multimédia
Canada Border Services Agency / Agence des services frontaliers du Canada
Government of Canada / Gouvernement du Canada
Karen.Griffiths@cbsa-asfc.gc.ca / Tel : 343-291-7472

Taylor, Duane

From: Griffiths, Karen
Sent: March 4, 2019 12:16 PM
To: Gauthier, Lyne
Subject: FW: Racial profiling course

Lyne,

Just a quick question to you about the classification of information in this course. We would like to provide a draft course for to view, however we are not sure if this is something that can be sent to her via Dropbox. Is there anything that restricts us from sending the information to her this way?

Thanks
Karen

From: Sara Delaney
Sent: March 4, 2019 8:55 AM
To: Griffiths, Karen
Subject: RE: Racial profiling course

Hi Karen:
See below for responses to your questions. I'm off until Thursday (back on Friday), but checking email at the end of each day so can get back to you if you need anything else.
We're very curious to see how you realized it - will we have a chance to take a look at one of your drafts?
Have a good week,

From: Griffiths, Karen <Karen.Griffiths@cbsa-asfc.gc.ca>
Sent: March-04-19 6:41 AM
To:
Subject: RE: Racial profiling course

Good morning

I just wanted to let you know that we received an answer from communications and they have confirmed that we are able to use their images; you can ignore my question about the photos.

Karen

From:
Sent: March 1, 2019 3:59 PM
To: Griffiths, Karen <Karen.Griffiths@cbsa-asfc.gc.ca>
Subject: RE: Racial profiling course

Hi Karen:
We'll take a look through these and will be back in touch on Monday.
Have a good weekend,
Sara

From: Griffiths, Karen <Karen.Griffiths@cbsa-asfc.gc.ca>
Sent: March-01-19 7:33 AM
To:
Subject: Racial profiling course

Good morning

As promised, here are a few questions that I have about some of the blocks in the Storyboard:

Module 2

Is racial profiling an effective tool?
The storyboard uses an image with a magnifying glass that examines fingerprints. Since the information in the popup contains information referring to US and UK examples, do you mind if I use a world map image with pins located at US and UK locations?

Absolutely - sounds good.

Is racial profiling the same as criminal profiling?
Is this a quiz? If so are there correct/incorrect answers or feedback?
I currently have it as an accordion interaction with two headings (Racial profiling and criminal profiling) the open to display the information.

This works well

Module 3

How can unconscious bias lead to racial profiling?
It asks: "Review the following steps and put them in the correct order for how bias can lead to racial profiling. ", however the 4 items listed seem like definitions. Would you like the word displayed and then match the correct definition?

It would be good to keep this as an ordering activity - would it be possible for the learner to just see the four key "steps" first (i.e. Stereotype, Unconscious bias, Activating situation, Differential treatment); then once they put them in the correct order, the additional explanation for each comes in?

Test your knowledge

Question 4. This question is a bit confusing. I'm not sure what the question is asking to match. Is the question "Which situations can activate our unconscious bias?"

* Yes - it is confusing! How about this wording:

Certain situations can activate our unconscious bias – match the most relevant example with each of these situations.
• Conducting discretionary activities [Identifying whether a person's behaviour looks suspicious]
• Being faced with unfamiliar or new situations [Processing a traveller from a background you are not familiar with]
• High-pressure situations [Having to make split-second decisions]
• Fast-moving events [Needing to process multiple travellers each with unique circumstances within a short timeframe]*

Question 5. Is there a maximum number of retries for this question?

Feel free to apply your standard process for this

Assessment
Do these questions have a correct/Incorrect answer? If so is there feedback for the responses?

For the two options given (bullets) - can we ask the learner to match the question with the relevant expected behaviour?

Photos throughout the course
We do not have a lot of photo of BSO's in our photo bank so we are limited in finding similar pictures to the ones in the Storyboard. We will contact CBSA communications to get permission to use some of the photos you have provided so hopefully this will work.

Good news that your communications team can provide the images

Please let me know if you need more information about my questions, or if you prefer to speak over the phone I can give you a call.

Thanks,

Karen

Karen Griffiths
Elearning & Multimedia Developer / Développeur d'apprentissage en ligne & Multimédia
Canada Border Services Agency / Agence des services frontaliers du Canada
Government of Canada / Gouvernement du Canada
Karen.Griffiths@cbsa-asfc.gc.ca / Tel : 343-291-7472

Taylor, Duane

From: Pratt, Jason
Sent: May 9, 2018 04:34 PM
To: McCambley, Vickie
Subject: FW: Racial Profiling meeting with Ottawa Police

FYI

Jason Pratt
(343) 291-6376 / ATS: 866-335-3237

From: Pratt, Jason
Sent: July 19, 2017 3:34 PM
To: Jobin, Sophie <Sophie.Jobin@cbsa-asfc.gc.ca>
Subject: RE: Racial Profiling meeting with Ottawa Police

Thanks for this Sophie, very appreciated. It would be interesting to see what the Ottawa Police has hears specifically about the CBSA. Do you think it would be possible to get that kind of specific feedback from them? That could go a long way into deciding what content to put into the course.

I'll ford your email to the OPI and let you know what they come back with.

Thanks!

Jason Pratt
Telephone | Téléphone (343) 291-6376

From:
Sent: July 19, 2017 3:16 PM
To: Pratt, Jason <Jason.Pratt@cbsa-asfc.gc.ca>
Subject: Fwd: Racial Profiling meeting with Ottawa Police

Sent from my iPhone

Begin forwarded message:

From: "Jobin, Sophie" <Sophie.Jobin@cbsa-asfc.gc.ca>
Date: July 19, 2017 at 2:29:33 PM EDT
To:
Cc: "Keats, Natalina" <Natalina.Keats@cbsa-asfc.gc.ca>, "Charron, Josee" <Josee.Charron@cbsa-asfc.gc.ca>
Subject: Racial Profiling meeting with Ottawa Police

Good day

I wanted to give you a summary of my meeting with the Ottawa Police. Overall it was a very informative meeting and they gave me a lot to think about in terms of strategy to tackle Racial Profiling. Hopefully that will in turn give our OPIs lost to think about as well.

The Ottawa Police has a policy on Racial Profiling which they said we can certainly use as an inspiration as it is in the public realm. They however warned that the policy itself hasn't done much for them, it is a nice to have but in reality the work happens in the field:
https://www.ottawapolice.ca/en/news-and-community/resources/Racial_Profiling_Policy27Jun11_FINALpdf.pdf

The approach they have chosen to take stems from the Contact Theory. They encourage their officers to work within the different communities, get in contact with them to demystify and raise awareness on biases they might have.

Biases go very deep and the contact is very important. They have noticed that words like race or diversity make people very uncomfortable so they suggest to use words like Bias Free Training or Bias Neutral Training. Something we might want to suggest.

Some of the Ottawa Police Officers have been trained as Trainers on the course "Fair and Impartial Policing" from Dr. Lorie Fridell from the US (http://www.fairimpartialpolicing.com/). It is a very well-known approach to fair and impartial response to recent challenges to implicit bias for police. This course is mandatory for all Ottawa Police Officers since they have the trainers internally. Almost all Police in the US are trained on this course as well as the Toronto Police and the RCMP in BC. It is however fairly expensive. To have the TTT deliver to 30 Officers could cost around $100 000. The Ottawa Police was open to share some content of it but ultimately we cannot use it. They would be open to do a presentation on it if we were seriously considering this course as an option.

Although our client has pointed out they wish to have online training, the Ottawa Police have stressed the importance of in-class training to create a safe place for people to talk. Awareness goes much further then spreading information, to create awareness of biases an hands-on approach is necessary according to them. The online portion, e.g. a course on diversity as an introduction can easily be given to new recruits but a follow-up on the field with a half-day session on bias free response would be most beneficial.

Overall there are many strategy that can be developed depending on the vision. A long-term vision and investing in a culture change might me something the CBSA wants to consider. The Ottawa Police has had some negative feedback regarding our Agency and they were very that we reached out. They wanted to remind the CBSA that for new comers, immigrants, refugees the blue suits all look the same and that collaboration between all law enforcement agencies/organizations is preferable to cultivate a bias free police response.

Hopefully this information will be useful to the OPI. If they need more information or wish to contact the Ottawa Police please let me know.

Sincerely,

Sophie Jobin
Client Portfolio Management Unit | *Unité de la gestion du portefeuille du client*

Senior Learning Advisor | Training and Learning Solutions Division| Human Resources Branch
Canada Border Services Agency | Government of Canada
Sophie.jobin@cbsa-asfc.gc.ca | Tel : 343-291-6577 | BB: TTY : 866-335-3237

Conseillère principale en apprentissage | Division des solutions de formation et apprentissage | Direction générale des ressources humaines
Agence des services frontaliers du Canada | Gouvernement du Canada
Sophie.jobin@cbsa-asfc.gc.ca | Tél. : 343-291-6577| BB : |ATS : 866-335-3237

Taylor, Duane

From: Durocher, Steven
Sent: April 30, 2019 10:32 AM
To: Bacon, Jason
Cc: Sasaki, Karen
Subject: FW: Racial Profiling Training

Fyi..................

Steve Durocher

A/Director, Training and Learning Solutions Division, Human Resources Branch
Canada Border Services Agency / Government of Canada
Steven.Durocher@cbsa-asfc.gc.ca Tel: 343-291-6373 Cell / TTY : 866-335-3237

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Steven.Durocher@cbsa-asfc.gc.ca Tél. : 343-291-6373 Tél. cell. ATS : 866-335-3237

From: Kozak, Sandy
Sent: April 30, 2019 10:31 AM
To: Durocher, Steven
Cc: Fraser, Tara-Lee ; Foran, Sherri-Lynn ; Modler, Greg ; Lamarche, Lynne ; Baxter, Stephen
Subject: RE: Racial Profiling Training

Thank you Steve – this is great.

If someone could also provide information regarding a completion date for BSOs to initially complete the training or how long they are being given to complete the training, how the training is being provided to the recruits and how often we are having our BSOs take the training. I would suggest that this training be taken by all employees who deal with the public but to meet the requirements of the order the wording says BSOs. I would have to confirm but believe the CHRC likes to see that training is refreshed at least every 3 years.

- ensure that within a reasonable period of time, (i) all BSOs have been provided with the training mentioned above, (ii) adequate measures have been put into place to ensure the training is provided to new recruits, and is refreshed periodically as appropriate, and (iii) the CBSA provides confirmation to Ms. Davis and the Commission that these steps have been completed.

Once this information is provided to the CHRC and to I believe the CHRC will close the file.

Thank you,

Sandy
BlackBerry:

From: Durocher, Steven
Sent: April 30, 2019 10:11 AM
To: Kozak, Sandy <Sandy.Kozak@cbsa-asfc.gc.ca>
Cc: Fraser, Tara-Lee <Tara-Lee.Fraser@cbsa-asfc.gc.ca>; Foran, Sherri-Lynn <Sherri-Lynn.Foran@cbsa-asfc.gc.ca>; Modler, Greg <Greg.Modler@cbsa-asfc.gc.ca>; Lamarche, Lynne <Lynne.Lamarche@cbsa-asfc.gc.ca>; Baxter, Stephen <Stephen.Baxter@cbsa-asfc.gc.ca>
Subject: RE: Racial Profiling Training

Hello Sandy,

From a Training and Development Perspective, we have done the following:

- Developed the online training, complete with detailed description in the My Learning Portal for all employees to see and access as required;
- Notified the Regional Training Coordinators and Satellite Campus Managers in Region of the new course that was launched;
- Finalizing a 'CBSA Daily' message outlining the details of the new course that was launched.

Aside from the above, Travellers Branch is also doing some great work that they will be able to outline. Lynne, would you be able to provide an outline?

Steve

Steve Durocher

A/Director, Training and Learning Solutions Division, Human Resources Branch
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Steven.Durocher@cbsa-asfc.gc.ca Tél. : 343-291-6373 Tél. cell. / ATS : 866-335-3237

From: Kozak, Sandy <Sandy.Kozak@cbsa-asfc.gc.ca>
Sent: April 30, 2019 8:38 AM

To: Durocher, Steven <Steven.Durocher@cbsa-asfc.gc.ca>
Cc: Fraser, Tara-Lee <Tara-Lee.Fraser@cbsa-asfc.gc.ca>; Foran, Sherri-Lynn <Sherri-Lynn.Foran@cbsa-asfc.gc.ca>; Modler, Greg <Greg.Modler@cbsa-asfc.gc.ca>; Lamarche, Lynne <Lynne.Lamarche@cbsa-asfc.gc.ca>
Subject: RE: Racial Profiling Training

Good morning,

I have been contacted by CHRC counsel on the status of our training. I provided an initial response last week but am required to submit the training program and more specific information on how we will meet our final commitments regarding training roll-out.

Could you provide me with an update on the training roll-out at your earliest convenience. Please provide as much detail as possible as I am hoping that I can persuade CHRC counsel to close this file after I provide the information.

Thank you,

Sandy
BlackBerry:

From: Durocher, Steven
Sent: April 3, 2019 2:39 PM
To: Kozak, Sandy <Sandy.Kozak@cbsa-asfc.gc.ca>
Cc: Fraser, Tara-Lee <Tara-Lee.Fraser@cbsa-asfc.gc.ca>; Foran, Sherri-Lynn <Sherri-Lynn.Foran@cbsa-asfc.gc.ca>; Modler, Greg <Greg.Modler@cbsa-asfc.gc.ca>; Lamarche, Lynne <Lynne.Lamarche@cbsa-asfc.gc.ca>
Subject: RE: Racial Profiling Training

Thanks for the insight Sandy,

If we could keep it generic for the CHRC to fiscal year 2019/20, that would be best. I would rather under promise and over deliver. With summer action plan, vacation, operational realities and other training pressures for the officers, they may not have a real chance to start taking it until after Summer. OPS may ramp up that timeline to ensure full completion by EOF, however that would give OPS the flex they may require.

Steve

Steve Durocher

A/Director, Training and Learning Solutions Division, Human Resources Branch
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Steven.Durocher@cbsa-asfc.gc.ca Tél. : 343-291-6373 Tél. cell. / ATS : 866-335-3237

From: Kozak, Sandy <Sandy.Kozak@cbsa-asfc.gc.ca>
Sent: April 3, 2019 2:32 PM
To: Durocher, Steven <Steven.Durocher@cbsa-asfc.gc.ca>
Cc: Fraser, Tara-Lee <Tara-Lee.Fraser@cbsa-asfc.gc.ca>; Foran, Sherri-Lynn <Sherri-Lynn.Foran@cbsa-asfc.gc.ca>; Modler, Greg <Greg.Modler@cbsa-asfc.gc.ca>; Lamarche, Lynne <Lynne.Lamarche@cbsa-asfc.gc.ca>
Subject: RE: Racial Profiling Training

Hi Steve,

You are correct, this is overdue, however; it does come down to reasonableness as you have mentioned. I will advise the CHRC that the training course is completed and that it is being rolled out to the required audience. For courses such as this, what would be a normal timeframe for completion for the number of BSOs taking it? Is 3 months reasonable? 6 months? As long as I am providing updates to the CHRC I think they will be satisfied.

Although the court order states BSOs, I certainly think it is a good course for anyone who serves the public.

Once the BSOs have completed the course I will need to notify the CHRC – I sense they will take my word for it but certainly a report for this initial completion would be beneficial. After that, we would need to be able to demonstrate that BSOs are required to take it and that it is to be taken every X number of years.

We would only have to submit a formal report on completion if we were challenged on it and the CHRC requested it as they monitor the settlements. I will have to advise that the course has been completed and that BSOs are now in the process of taking the course.

Sandy

From: Durocher, Steven <Steven.Durocher@cbsa-asfc.gc.ca>
Sent: April 3, 2019 1:39 PM
To: Kozak, Sandy <Sandy.Kozak@cbsa-asfc.gc.ca>
Cc: Fraser, Tara-Lee <Tara-Lee.Fraser@cbsa-asfc.gc.ca>; Foran, Sherri-Lynn <Sherri-Lynn.Foran@cbsa-asfc.gc.ca>; Modler, Greg <Greg.Modler@cbsa-asfc.gc.ca>; Lamarche, Lynne <Lynne.Lamarche@cbsa-asfc.gc.ca>
Subject: RE: Racial Profiling Training

Hi Sandy,

Greg Modler, Traveller OPS, will be actively working to get messaging out to the target audience for this course in short order. He is new to this file and is wondering what timelines the CBSA is under for this course to be taken by officers?

If I recall correctly, the file had stalled for over a year somewhere in the process, so this completed course is long over due.

My questions then would be – 1) what is a reasonable time that you believe would satisfy the courts, showing that we are taking this seriously for implementation; and 2) how often would formal reports be required on training uptake (reports pulled from the system).

Thanks,

Steve

Steve Durocher

A/Director, Training and Learning Solutions Division, Human Resources Branch
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Steven.Durocher@cbsa-asfc.gc.ca Tél. : 343-291-6373 Tél. cell. ' ATS : 866-335-3237

From: Kozak, Sandy <Sandy.Kozak@cbsa-asfc.gc.ca>
Sent: April 2, 2019 3:43 PM
To: Durocher, Steven <Steven.Durocher@cbsa-asfc.gc.ca>
Subject: RE: Racial Profiling Training

If you could keep me in the loop that would be great. Once I have this information I will provide another update to the CHRC counsel. And then, hopefully some day, I will be able to inform the CHRC that all the required people have taken or are taking the course and we can close the file.

Thank you!

Sandy
BlackBerry:

From: Durocher, Steven
Sent: April 2, 2019 3:39 PM

To: Kozak, Sandy <Sandy.Kozak@cbsa-asfc.gc.ca>
Subject: RE: Racial Profiling Training

Funny you should ask. I have just asked the program areas that very question. As it is not intended for all employees, normally the program area will put out messaging to highlight who it is intended for and place a date of completion. Had it been for all employees, I would simply add it to the regular messaging everywhere on mandatory training.

We will, however, add the course to the respective training standards for the specific populations and we can also pull training stats from the system to take a snapshot of uptake at any point.

So I am awaiting info on the comms strategy on this and will forward when known.

Steve

Steve Durocher

A/Director, Training and Learning Solutions Division, Human Resources Branch
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Steven.Durocher@cbsa-asfc.gc.ca Tél. : 343-291-6373 Tél. cell. / ATS : 866-335-3237

From: Kozak, Sandy <Sandy.Kozak@cbsa-asfc.gc.ca>
Sent: April 2, 2019 3:34 PM
To: Durocher, Steven <Steven.Durocher@cbsa-asfc.gc.ca>
Subject: Racial Profiling Training

Hi Steve,

I just received this from Tara-Lee but haven't had a chance to go in yet and take the course but will as soon as I can.
I am certainly glad to see that it is completed and ready to go. With regards to meeting our commitments, how are we advising all BSOs that it must be taken and what timeframe are we giving to have it completed?
I am assuming that completion can be tracked through the portal. Also how are we ensuring it is provided to recruits? Was a decision made on how long the course is valid for? 3 years?

- ensure that within a reasonable period of time, (i) all BSOs have been provided with the training mentioned above, (ii) adequate measures have been put into place to ensure the training is provided to new recruits, and is refreshed periodically as appropriate, and (iii) the CBSA provides confirmation to and the Commission that these steps have been completed.

Thank you,
Sandy

Sandy
BlackBerry:

From: Fraser, Tara-Lee
Sent: April 2, 2019 3:02 PM
To: Kozak, Sandy <Sandy.Kozak@cbsa-asfc.gc.ca>; Dastous, Pierre <Pierre.Dastous@cbsa-asfc.gc.ca>; Alimohamed, Natasha <Natasha.Alimohamed@cbsa-asfc.gc.ca>
Subject: FW: Procurement (sole source 25K)

FYI

From: Durocher, Steven <Steven.Durocher@cbsa-asfc.gc.ca>
Sent: April 2, 2019 2:51 PM
To: Foran, Sherri-Lynn <Sherri-Lynn.Foran@cbsa-asfc.gc.ca>
Cc: Fraser, Tara-Lee <Tara-Lee.Fraser@cbsa-asfc.gc.ca>
Subject: RE: Procurement (sole source 25K)

Hi Sherri-Lynn,

Please note that the ***Preventing Racial Profiling at the Frontline*** **(H1015-P)** is available on My Learning for all staff.

Steve

Steve Durocher

A/Director, Training and Learning Solutions Division, Human Resources Branch
Canada Border Services Agency / Government of Canada
Steven.Durocher@cbsa-asfc.gc.ca Tel: 343-291-6373 Cell [redacted] / TTY : 866-335-3237

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Steven.Durocher@cbsa-asfc.gc.ca Tél. : 343-291-6373 Tél. cell. [redacted] ATS : 866-335-3237

Taylor, Duane

From: Gauthier, Lyne
Sent: January 10, 2019 06:51 AM
To: Bacon, Jason
Cc: Sasaki, Karen
Subject: FW: Racial Profiling Update - 9 janvier 2019

Bon matin,

Pour notre consultation interne (TLSD), tous les documents reliés au projet sont sauvegardés ici :

Voici le lien pour le draft storyboard Module 1 :

Si tu préfères envoyer le document word à Détentions, voir ci-joint.

Lyne

From: Bacon, Jason
Sent: January 9, 2019 3:48 PM
To: Gauthier, Lyne
Cc: Sasaki, Karen
Subject: RE: Racial Profiling Update - 9 janvier 2019

Lyne, Karen,

Would we be able to get a copy of the mod 1 storyboards? I'd like to share with detentions as they may have an interest in seeing and potentially commenting on course. If they'd like to comment we will link them up with the OPI.

thanks,

Jason

From: Gauthier, Lyne
Sent: January 9, 2019 1:44 PM
To: Bacon, Jason <Jason.Bacon@cbsa-asfc.gc.ca>
Cc: Sasaki, Karen <Karen.Sasaki@cbsa-asfc.gc.ca>
Subject: Racial Profiling Update - 9 janvier 2019

Bonjour,

Nous attendons le module 2 du produit avant la fin de la journée lundi le 14 janvier. Moi , l'équipe d'Alison et les OPIs le réviseront ensuite.

Le 3[e] (et dernier module), lui, est attendu une semaine plus tard donc le 21 janvier. Il restera ensuite le BYB et conclusion qui seront simples et rapides à créer.

Malgré les Fêtes, nous semblons à jour dans nos échéanciers!

Completion date	**Activity**
Nov 16, 2018	Needs assessment
Nov 23, 2018	Outline of key topics
Nov 30, 2018	Draft Learning Design Plan (LDP)
Dec 7, 2018	Final LDP
January 18, 2019	Draft storyboards
Feb 1, 2019	Final storyboards
March 15, 2019	Translation and online development of French and English

Lyne

Taylor, Duane

From: gallo, Paola (CFIA/ACIA) <Paola.gallo@inspection.gc.ca>
Sent: June 1, 2018 02:03 PM
To: Pratt, Jason
Subject: FW: Racial profiling

Hi Jason,

We don't have any training or whitepapers that can be given to you. Whatever training is available at the CSPS is what we use. However, one of my colleagues has worked with at iExpressions (iexpressions.ca) to do a talk on unconscious bias. Perhaps that company may be someone you can reach out to.

Paola

From: Thompson, Erin (CFIA/ACIA)
Sent: 2018-06-01 2:01 PM
To: gallo, Paola (CFIA/ACIA)
Cc: Seabrook, Leah (CFIA/ACIA)
Subject: RE: Racial profiling

Of course. We worked with at iExpressions (iexpressions.ca).

From: gallo, Paola (CFIA/ACIA)
Sent: 2018-06-01 1:53 PM
To: Thompson, Erin (CFIA/ACIA)
Cc: Seabrook, Leah (CFIA/ACIA)
Subject: RE: Racial profiling

If you have the names or organization for these speakers that may be helpful. The information will be sent to a contact at CBSA for their own research and development.
Thanks Erin!

Paola

From: Thompson, Erin (CFIA/ACIA)
Sent: 2018-06-01 1:46 PM
To: Mathias, Traci (CFIA/ACIA); gallo, Paola (CFIA/ACIA)
Subject: RE: Racial profiling

Hi Paola,

We've coordinated a couple sessions of unconscious bias training with external speakers, but I'm not certain this really captures the idea of profiling either. Happy to provide more info if you like!

Thanks, Erin

From: Mathias, Traci (CFIA/ACIA)
Sent: 2018-06-01 1:22 PM
To: gallo, Paola (CFIA/ACIA); Thompson, Erin (CFIA/ACIA)
Subject: RE: Racial profiling

Hi Paola,

Sorry not, there is not a lot of training (as of yet) that LR offers. There will soon be updated harassment training for all employees, however, that doesn't quite fit into the request that you have.
Traci

From: gallo, Paola (CFIA/ACIA)
Sent: 2018-06-01 12:38 PM
To: Mathias, Traci (CFIA/ACIA); Thompson, Erin (CFIA/ACIA)
Subject: FW: Racial profiling

Hi Tracey and Erin

Do your groups have any training that you give, events that you hold, or toolkits that you developed or use, that pertain to Racial Profiling?

Paola

From: Seabrook, Leah (CFIA/ACIA)
Sent: 2018-05-31 8:54 PM
To: gallo, Paola (CFIA/ACIA)
Cc: Pratt, Jason
Subject: FW: Racial profiling

Hi Paola,
As our rep to this committee I am turning this over to you. I had an "in" to another organization so I jumped in on Jason first question, but in this case I have nothing to offer than you can't.
Thanks
L

From: Pratt, Jason [mailto:Jason.Pratt@cbsa-asfc.gc.ca]
Sent: 2018-05-31 4:59 PM
To: Seabrook, Leah (CFIA/ACIA)
Subject: RE: Racial profiling

Hi Leah,

I have a further request – sorry to be continuously asking. I wanted to know if your Labour Relations area has any other training for their specialists other than what they receive from CSPS? I ask because our LR are is enquiring about more in-depth training but I'm curious to see what else may be out there in a similar population?

Jason Pratt
(343) 291-6376 / ATS: 866-335-3237

From: Seabrook, Leah (CFIA/ACIA) [mailto:Leah.Seabrook@inspection.gc.ca]
Sent: May 22, 2018 9:12 AM
To: Pratt, Jason <Jason.Pratt@cbsa-asfc.gc.ca>
Subject: Racial profiling

Hi Jason,
In a follow up to your request my contact at CFMPA had someone reach out to Ontario law enforcement agencies and the response was pretty consist in that a topic as newsworthy as racial profiling is actually not a topic of instruction itself. Much like, respect, language, gender issues, etc. "Diversity" is simply

embedded throughout every aspect of training. There is no training in racial profiling because one of the primary tenets of diversity training is the fact that everyone is treated fairly, objectively, and professionally at all times regardless of . . . anything.

a. They did identify two specific program being used in the area of diversity

b. 1)Toronto Police Service has partnered with **Ryerson University** to develop and deliver their basic recruit and in-service member training

c. 2)Halton Regional Police Service is working with the **Canadian Centre for Diversity and Inclusion (CCDI**) in order to produce a training curriculum for their members and provide a dedicated source for future guidance and information.

Hope that helps

L

Taylor, Duane

From: Durocher, Steven
Sent: April 24, 2019 10:36 AM
To: Bacon, Jason
Subject: FW: Relations with Indigenous Peoples - Unconscious Bias

Disregard................... But good to have this summary on file also.

Steve

From: Pye, Cynthia
Sent: April 24, 2019 10:13 AM
To: Hawkins, Keren ; Hill, PeterD(CBSA)
Cc: Elmy, Nicole ; Eves, David ; Durocher, Steven ; Melchers, Chantal ; Taylor, Jeffrey
Subject: RE: Relations with Indigenous Peoples - Unconscious Bias

Hi there all,

TDD has recently released the "**Preventing Racial Profiling at the Frontline**" online course (Course code: H1015-P). This course covers basic understanding of racial profiling and its impacts. It also includes information on a BSO's obligations to carry out their duties in a non-discriminatory way and best practices and considerations from the law to support them in carrying out their duties.

Finally, the last module on " Providing bias-neutral service", specifically focuses on having frontline employees learn about:

- The unconscious processes in our brain that can lead to discriminatory actions or decisions
- How unconscious biases can influence our decision-making
- Ways to manage our biases to support conscious, consistent and bias-neutral application of BSO protocols

Feel free to share this information in any response. Also, the course can be accessed by any CBSA employee via My Learning.

Thanks

Cynthia

From: Hawkins, Keren <Keren.Hawkins@cbsa-asfc.gc.ca>
Sent: April 24, 2019 9:36 AM
To: Hill, PeterD(CBSA) <Peter.Hill@cbsa-asfc.gc.ca>
Cc: Elmy, Nicole <Nicole.Elmy@cbsa-asfc.gc.ca>; Eves, David <David.Eves@cbsa-asfc.gc.ca>; Durocher, Steven <Steven.Durocher@cbsa-asfc.gc.ca>; Pye, Cynthia <Cynthia.Pye@cbsa-asfc.gc.ca>; Melchers, Chantal <Chantal.Melchers@cbsa-asfc.gc.ca>; Taylor, Jeffrey <Jeffrey.Taylor@cbsa-asfc.gc.ca>
Subject: Re: Relations with Indigenous Peoples - Unconscious Bias

Hi Peter. Thanks fir sharing this. This is absolutely part of the broader inclusive work we're doing and certainly part of our indigenous training approach.

Nicole if you're crafting a response can you please have your team link in Steve or Cynthia? They can give you some specifics as you need.

Keren Hawkins
613-948-3328

Director General / Directrice générale
Training and Development Directorate / Direction de la formation et du perfectionnement
Canada Border Services Agency / Agence des services frontaliers du Canada

On Apr 24, 2019, at 5:21 AM, Hill, PeterD(CBSA) <Peter.Hill@cbsa-asfc.gc.ca> wrote:

'Morning Keren and Nicole:

Please see below the suggestion from a colleague in HR concerning 'unconscious bias.'

Grateful if you would consider this in the context of our ongoing work on the training strategy.

Thx,
Peter

From: Hill, PeterD(CBSA)
Sent: April 24, 2019 8:18 AM
To: O'Donnell, Eleanor <Eleanor.O'Donnell@cbsa-asfc.gc.ca>

Subject: RE: Relations with Indigenous Peoples - Unconscious Bias
Importance: High

Dear Eleanor:

Thank you for reaching out to me.

As you might imagine, I have been monitoring this situation.

We are working diligently on a training strategy as part of the *Agency Indigenous Framework and Strategy*.

I will look into your suggestion in this context.

I appreciate your concern and taking the time to write.

Warmest regards,
Peter

From: O'Donnell, Eleanor <Eleanor.O'Donnell@cbsa-asfc.gc.ca>
Sent: April 23, 2019 7:59 PM
To: Hill, PeterD(CBSA) <Peter.Hill@cbsa-asfc.gc.ca>
Subject: Relations with Indigenous Peoples - Unconscious Bias

Hello Vice-President Peter Hill,

I am writing to you in your capacity as Champion for Indigenous People.

I hope the excellent work that the CBSA has done, as evidenced in the Draft Policy, will become part of the work of all parts of the Agency – eg, the highest executive levels… Recruiting… Training… Ports of Entry.

Today's news report in the CBSA Daily Media Summary indicates how much work lies ahead: "Artist: I was strip-searched at airport, X-rayed for drugs" (Fredericton Gleaner 2019-04-20).

Could formal training in unconscious bias be part of the CBSA's response?

Thank you for considering this suggestion,

Eleanor O'Donnell

HR Assistant, Operations Branch
Canada Border Services Agency / Government of Canada
eleanor.o'donnell@cbsa-asfc.gc.ca / Tel: 604-666-2854 / TTY: 1-866-335-3237

Adjointe des RH, Direction générale des opérations
Agence des services frontaliers du Canada / Gouvernement du Canada

Taylor, Duane

From: Allan, Penny (SSC/SPC) <penny.allan@canada.ca>
Sent: May 11, 2018 02:08 PM
To: Pratt, Jason; Elliot, Patricia (SSC/SPC)
Subject: FW: Request

Here's the response from "our" Jason.

Penny Allan
613-292-5487
penny.allan@canada.ca

From: Marengère, Jason (SSC/SPC)
Sent: May-11-18 2:05 PM
To: Allan, Penny (SSC/SPC) <penny.allan@canada.ca>
Subject: RE: Request

We don't have anything specific to that at this time. We are however at the infancy stages of trying to identify bias awareness training, but we have nothing developed yet.

From: Allan, Penny (SSC/SPC)
Sent: May-11-18 12:53 PM
To: Marengère, Jason (SSC/SPC) <jason.marengere@canada.ca>
Subject: FW: Request

Hi Jason,

Would you happen to know the answer to the question below?

Penny Allan
613-292-5487
penny.allan@canada.ca

From: Pratt, Jason [mailto:Jason.Pratt@cbsa-asfc.gc.ca]
Sent: May-11-18 11:53 AM
To: Elliot, Patricia (SSC/SPC) <patricia.elliot@canada.ca>; Allan, Penny (SSC/SPC) <penny.allan@canada.ca>
Subject: Request

Hello Ladies,

Just wondering something – does your department have an training related to racial profiling? If so, who could I speak to about getting a gander at the content?

Thanks!

Jason Pratt

A/ Sr. Learning Design Specialist, Human Resources Branch
Canada Border Services Agency
jason.pratt@cbsa-asfc.gc.ca / Tel: (343) 291-6376 / TTY: 866-335-3237

p.i. sr. Spécialiste en apprentissage, Direction générale des ressources humaines
Agence des services frontaliers du Canada
jason.pratt@cbsa-asfc.gc.ca / Tel: (343) 291-6376 / ATS: 866-335-3237

Taylor, Duane

From: Senior, Martine
Sent: March 20, 2019 03:54 PM
To: Gauthier, Lyne
Cc: Wallace, Scott; Plante, Sébastien
Subject: FW: Révisions Module 1
Attachments: Revisions_Module 1_FR.docx; Revisions_Module 1_EN.docx

Importance: High

Lyne,

OK...Sébastien a travaillé sur les corrections en français et en anglais pendant près de 6 heures de temps (vendredi et aujourd'hui car il travaille seulement les mercredis et vendredis) et il a pu seulement terminer le module 1 ! Tel qu'indiqué dans un de mes courriels précédents, les corrections an anglais ne sont pas de grosses erreurs (un espace de trop, une virgule qui manque, le mot « of » au lieu de « or » etc.) ; par contre, le français a **beaucoup** d'erreurs d'orthographe et de sens, ou il y a un paragraphe en français qui n'existe pas en anglais !!! Ce qui m'inquiète, c'est qu'on a trouvé tellement d'erreurs que je suis certaine qu'il y a des erreurs qu'on a probablement manquées. Je suggère que l'anglais soit révisé encore une fois et que le français soit envoyé au service de révision. Je réalise que cela va vous retarder dans votre horaire mais à mon avis, il faut absolument que quelqu'un revoie l'anglais et ensuite que le français soit révisé.

Laisse-moi savoir ce que tu en penses.

Martine

From: Plante, Sébastien
Sent: March 20, 2019 1:39 PM
To: Senior, Martine
Subject: Révisions Module 1

Voilà.

Sébastien Plante

Human Resources Advisor – Student / HR Branch
Canada Border Services Agency / Government of Canada
sebastien.plante@cbsa-asfc.gc.ca / **Phone:** 613-948-9757

Winter hours: Wednesday and Friday 8:00 am – 4:00 pm

Conseiller en ressources humaines – Étudiant / Direction générale des RH
Agence des services frontaliers du Canada / Gouvernement du Canada
sebastien.plante@cbsa-asfc.gc.ca / **Téléphone :** 613-948-9757

Heures d'hiver : mercredi et vendredi 8 h à 16 h

Taylor, Duane

From: Gauthier, Lyne
Sent: December 20, 2018 08:50 AM
To: Toth, Nadim
Cc: James, Alison
Subject: FW: RPP-Storyboard_Mod1-draft_17dec18
Attachments: RPP-Storyboard_Mod1-draft_17dec18.docx

Salut Nadim,
Tel que discuté. Merci de réviser le document attaché et m'aviser si tu crois que des changements importants seraient nécessaires.
Lyne

From: Gauthier, Lyne
Sent: December 18, 2018 7:21 AM
To: James, Alison <Alison.James@cbsa-asfc.gc.ca>
Subject: FW: RPP-Storyboard_Mod1-draft_17dec18
Good morning Alison,
Here is the 1st storyboard for the Racial Profiling training for you to review before our meeting tomorrow.
Thanks,
Lyne

From:
Sent: December 18, 2018 6:33 AM
To: Gauthier, Lyne <Lyne.Gauthier@cbsa-asfc.gc.ca>
Subject: FW: RPP-Storyboard_Mod1-draft_17dec18
Hi Lyne:
Attached is the draft of storyboard #1 for your review. We had a couple of questions for you and Alison in terms of the template:

- Where should we add additional explanatory notes for the developer?
- Do we need to tag objects as well as images (e.g. text boxes, markers)?
- To activate narration, what is the standard instruction to use? Do you insert a playbar at the top or bottom of the screen? E.g. "Select spacebar to begin / continue."
- Do we need to include images on the knowledge check screens?

We'll complete the image tagging in the revised version, based on your feedback (and on the final images).
Looking forward to receiving your feedback.
Shall I send it to Louis and Martine to review now too?
Thanks and have a good day,

www.graybridgemalkam.com
@gmdiversity

Taylor, Duane

From: Kelly, Mary Ellen
Sent: August 8, 2018 03:26 PM
To: McCambley, Vickie; Pratt, Jason
Subject: FW: SOW Aug2018DrafttoTLSD_CynthiaComments.doc
Attachments: SOW Aug2018DrafttoTLSD_CynthiaComments.doc

Hi
Cynthia and I received a draft SOW for the Race Relation training. I am still working on my comments. If you are able to review any additional observations would be welcomed but only if you have time. We have to respond by tomorrow.

Thank you,

From: Pye, Cynthia
Sent: August 8, 2018 1:18 PM
To: Kelly, Mary Ellen <MaryEllen.Kelly@cbsa-asfc.gc.ca>
Subject: SOW Aug2018DrafttoTLSD_CynthiaComments.doc

For discussion

Taylor, Duane

From: Parfitt, Kirsten
Sent: June 4, 2018 02:33 PM
To: Fournier, Linne
Cc: Taylor, Duane; Comeau, Jacqueline; Pye, Cynthia; McCambley, Vickie; Kelly, Mary Ellen
Subject: FW: Statement of Work: Graybridge Malcolm
Attachments: Statement of work_Graybridge with Comments TLSD.doc

Importance: High

Hi Linne,

Thank you for sending the SoW. The team has reviewed it and has a number of comments/questions – please see below and in the attached. Appreciating that we are in the queue with Procurement, perhaps we should meet to go over everything? Please let me know.

Thanks,

Kirsten

1. The SOW only refers to training product. The federal course decision indicated that policy review was a requirement. This should be noted under Phase 1 as well as with the provision of feedback to the policy. It is that review that will be needed to ensure that whatever is included in a training product has a reference point in policy.
2. We don't know what the reference to the French, English and foreign language capacity under the Tasks lists under Design and Development. This has been removed but it appears that this content reads a lot like an experience level.
3. Under Needs Assessment there is a reference to Graybridge Malcolm conducting a needs assessment to customize learning content to CBSA specific operational reality. …… There is a subsequent reference highlighted below which indicates a workshop. Needs Assessment :GrayBridge to conduct needs assessment for training to customize the learning content to CBSA's specific operational reality. This could comprise brief phone interviews with a cross-section of employees, representative of the various CBSA contexts and regions (e.g. land and air borders, labs, etc.), who can inform the design of the workshop – e.g. Why is a workshop being referenced and included if the course is to be online as was referenced earlier in the document.
4. There are references to in-class training which should be removed. What we require is a scenario which could be included in some of the OITP classes that will augment the online training on this subject.
5. There are several references under Design and Development that need clarification or re-writing. The following statement appears under tasks but again there is no reference to the Policy review and what appears as in reference to training seems to contradict other statements in the

document: Design, development and facilitating of diversity, equity and inclusion learning programs, including in-class workshops, asynchronous eLearning, micro learning, blended learning, train-the-trainers and coaching. This text has been removed.

6. There seems to be multiple target audience noted: Designing training for a range of audiences including frontline policing and safety officers, supervisors and team members. This text has been removed. I think the target audience for the training product has to be clearly defined as my understanding was that this is for the Border Services Officers.
7. As a side note, it appears that some of the statements that appear under Tasks read like they are experience factors. Many items have been struck out by TLSD.
8. There is a reference to a CBSA Project Manager being appointed. I think that this must be defined belonging to Linne's team and not TLSD. CBSA will appoint a Project Manager who will be the first point of contact for CBSA and will work closely with CBSA team members to ensure project completion. The project manager will ensure that all your questions and queries are answered on a timely basis. As required by CBSA, the Project Manager will provide regular updates and schedule check-in calls on progress (in line with the finalization of key deliverables).
9. Any new course that is prepared should undergo an Accessibility Review by an outside party that specializes in this review. This was done for the Diversity training.
10. There deliverables that are not clearly defined in the SOW. TLSD has provided comments about these points throughout the document.

From: Parfitt, Kirsten
Sent: June 1, 2018 5:15 PM
To: Kelly, Mary Ellen <MaryEllen.Kelly@cbsa-asfc.gc.ca>; McCambley, Vickie <Vickie.McCambley@cbsa-asfc.gc.ca>
Cc: Taylor, Duane <Duane.Taylor@cbsa-asfc.gc.ca>; Comeau, Jacqueline <Jacqueline.Comeau@cbsa-asfc.gc.ca>
Subject: Fw: Statement of Work: Graybridge Malcolm

FYI

From: Fournier, Linne <Linne.Fournier@cbsa-asfc.gc.ca>
Sent: Friday, June 1, 2018 4:12 PM
To: Parfitt, Kirsten
Cc: Pye, Cynthia; Serpa, Arminda; Berlinquette, Tanya; Chartrand, Amélie
Subject: Statement of Work: Graybridge Malcolm

Ladies,

Can you please take a look at the SOW before I send it in the queue with procurement – I'm sure you will need to modify slightly based on updated needs.

Thanks,
Linne

Linne Fournier

Director, Human Resources Branch
Canada Border Services Agency
Government of Canada
linne.fournier@cbsa-asfc.gc.ca
Tel: 343-291-7123 / TTY: 866-335-3237

Directrice, Direction générale des RH
Agence des services frontaliers du Canada
Gouvernement du Canada
linne.fournier@cbsa-asfc.gc.ca
Tel: 343-291-7123 / ATS: 866-335-3237

Taylor, Duane

From: Sasaki, Karen
Sent: March 7, 2019 01:17 PM
To: Gauthier, Lyne
Subject: FW: Update _Preventing Racial Profiling at the Front Line

Ok, so there is a hard deadline! Steve says this must be in CAS by end of fiscal. We should be fine.

He cc'ed Vickie, so she knows, but can you please share with Alison and Karen G.

From: Durocher, Steven
Sent: March-07-19 1:10 PM
To: Sasaki, Karen
Cc: Bacon, Jason ; McCambley, Vickie
Subject: RE: Update _Preventing Racial Profiling at the Front Line

Thanks Karen,

Should there be any delays on behalf of the OPI, please flag to me immediately as discussions will commence at the Director and/or DG level as this is high profile that needs to be in place by EOF.

Steve

From: Sasaki, Karen <Karen.Sasaki@cbsa-asfc.gc.ca>
Sent: March 7, 2019 12:53 PM
To: Durocher, Steven <Steven.Durocher@cbsa-asfc.gc.ca>
Subject: FW: Update _Preventing Racial Profiling at the Front Line

Hi Steve,

Please see update below from Lyne re: Racial Profiling.

Nut shell: launch in CAS will be end of March, barring any delays from the OPIs (in which case early April).

Karen

From: Gauthier, Lyne <Lyne.Gauthier@cbsa-asfc.gc.ca>
Sent: March-07-19 12:46 PM
To: Sasaki, Karen <Karen.Sasaki@cbsa-asfc.gc.ca>
Subject: Update _Preventing Racial Profiling at the Front Line

Hi karen,

Since the course has been classified Protected A, Karen from LT will share it with   and her team for their review via dropbox.

Translation : should be received by EOD tomorrow.

Karen will be on vacation next week, but according to her, the French version should not take long to develop; it will likely take less than a week.

She will start working on the French after the English version of the designed course has been approved that way it is just a matter of copying and pasting the text.

We are still aiming for the end of March. Worst case scenario should the OPIs not be available for the final review, early April.

Thanks,

Lyne

De : Sasaki, Karen <Karen.Sasaki@cbsa-asfc.gc.ca>
Envoyé : 7 mars 2019 12:37
À : Kozak, Sandy <Sandy.Kozak@cbsa-asfc.gc.ca>; Senior, Martine <Martine.Senior@cbsa-asfc.gc.ca>
Cc : Gauthier, Lyne <Lyne.Gauthier@cbsa-asfc.gc.ca>
Objet : RE: Preventing Racial Profiling at the Front Line

Duly noted. Thank you Sandy and Martine.

From: Kozak, Sandy <Sandy.Kozak@cbsa-asfc.gc.ca>
Sent: March-07-19 10:16 AM

To: Senior, Martine <Martine.Senior@cbsa-asfc.gc.ca>; Sasaki, Karen <Karen.Sasaki@cbsa-asfc.gc.ca>
Cc: Gauthier, Lyne <Lyne.Gauthier@cbsa-asfc.gc.ca>
Subject: RE: Preventing Racial Profiling at the Front Line

Good morning,

We do not have an actual date to launch, however, pursuant to the Tribunal order, the Canadian Human Rights Commission will not be able to close its file until it receives confirmation that (i) training has been provided to BSOs, and (ii) measures have been put in place to ensure that training will be provided to new recruits, and refreshed periodically as appropriate (see para. 288(f) in 2014 CHRT 34).

If you need further information or have any questions, do not hesitate to contact me.

Thank you,
Sandy

Sandy Kozak

A/Manager, Enforcement Litigation Unit (ELU)
Recourse Directorate, Canada Border Services Agency
Tel: 343-291-7254 / BlackBerry:
Sandy.Kozak@cbsa-asfc.gc.ca

Gestionnaire/i, Unité des litiges des mesures d'exécution
Direction des recours / Agence des services frontaliers du Canada
Tél: 343-291-7254 / BlackBerry:
Sandy.Kozak@cbsa-asfc.gc.ca

From: Senior, Martine
Sent: March 7, 2019 9:53 AM
To: Sasaki, Karen <Karen.Sasaki@cbsa-asfc.gc.ca>; Kozak, Sandy <Sandy.Kozak@cbsa-asfc.gc.ca>
Cc: Gauthier, Lyne <Lyne.Gauthier@cbsa-asfc.gc.ca>
Subject: RE: Preventing Racial Profiling at the Front Line

Bonjour Karen,

I have not seen any deadline per se for the launch in CAS imposed by CHRC; however, I will ask Sandy to confirm this information.

Sandy,

Are you aware of a deadline by CHRC for the training to be launched in CAS? Thank you for your help.

Have a wonderful day,
Martine

From: Sasaki, Karen <Karen.Sasaki@cbsa-asfc.gc.ca>
Sent: March 6, 2019 10:03 AM
To: Senior, Martine <Martine.Senior@cbsa-asfc.gc.ca>
Cc: Gauthier, Lyne <Lyne.Gauthier@cbsa-asfc.gc.ca>
Subject: Preventing Racial Profiling at the Front Line

Bonjour Martine,

As we are approaching the end of this project, we were wondering if there is hard deadline for the launch in CAS of this new online training product? According to the contract, we understand that GM must have their work completed by Mar 29, 2019, but was their a deadline for launch in CAS (perhaps imposed by the CHRC)?

As you know, the content is finalized and we are currently in the process of coding/developing the online product.

Thanks,
Karen

Karen Sasaki

A/Team Leader – Officer Induction and Enforcement Training Unit, Human Resources Branch
Canada Border Services Agency | Government of Canada
karen.sasaki@cbsa-asfc.gc.ca | Tel: 343-291-7840 | TTY: 866-335-3237

Chef d'équipe p.i. – Formation de base et exécution de la loi pour agents, Direction générale des ressources humaines
Agence des services frontaliers du Canada | Gouvernement du Canada
karen.sasaki@cbsa-asfc.gc.ca | Tél. : 343-291-7840 | ATS : 866-335-3237

Taylor, Duane

From: Sasaki, Karen
Sent: February 22, 2019 11:57 AM
To: Bacon, Jason
Subject: FW: Update Racial Profiling Update - 20 février 2019

Hey Jason,

Racial Profiling is ready for translation. I didn't want to send anythng because I know Martine's group is paying for translation. Let me know how to proceed.

Thanks,
Karen

From: Smets, Dorina
Sent: February-22-19 11:37 AM
To: Sasaki, Karen
Subject: RE: Update Racial Profiling Update - 20 février 2019

Here are the links to the documents:
RPP-Storyboard_Mod1-Revised_14feb19.docx

RPP-Storyboard_Mod2-Revised-14feb19.docx

RPP-Storyboard_Mod3-Revised-14feb19.docx

Client reference: RPP storyboards

Instructions for translation bureau

Translate

- in the blue tables: the header, the module and section titles and the text in the "content (below)" and "Alt text for visuals" and "Transcript Text" sections;
- in the yellow tables (check your knowledge): the text in "On Screen Text" and "Feedback" sections; and
- the Assessment, Acknowledgements, Useful resources and Glossary

Dorina Smets
Tel: 343-291-6371

From: Sasaki, Karen
Sent: February 21, 2019 10:39 AM
To: Smets, Dorina
Subject: RE: Update Racial Profiling Update - 20 février 2019

Lol!! That's what we were going for. Some BSOs (a very small percentage) will like it.

Good point. We can probably just leave the subtitle out of the CAS title, but I'd like to have it there at the beginning of the course.

From: Smets, Dorina <Dorina.Smets@cbsa-asfc.gc.ca>
Sent: February-21-19 10:36 AM
To: Sasaki, Karen <Karen.Sasaki@cbsa-asfc.gc.ca>
Subject: RE: Update Racial Profiling Update - 20 février 2019

Will check and correct if necessary.

That is a very scholarly title… If I were a BSO, I would not feel engaged to open a course with a title like that ☺
Did we check that CAS has no restriction as to the number of characters it can display in a course title? Considering that it might be even more characters in French?

Dorina Smets
Tel: 343-291-6371

From: Sasaki, Karen <Karen.Sasaki@cbsa-asfc.gc.ca>
Sent: February 21, 2019 10:18 AM
To: Smets, Dorina <Dorina.Smets@cbsa-asfc.gc.ca>
Subject: RE: Update Racial Profiling Update - 20 février 2019

Oh shoot. The title. I totally forgot. Can you please make sure the documents reflect the new course title and the new title for module 1? The new title is:

Preventing Racial Profiling at the Front Line
An equitable and evidence-based approach

And the title of module 1 should be:

Understanding the Concepts

From: Smets, Dorina <Dorina.Smets@cbsa-asfc.gc.ca>
Sent: February-21-19 9:58 AM
To: Sasaki, Karen <Karen.Sasaki@cbsa-asfc.gc.ca>
Subject: RE: Update Racial Profiling Update - 20 février 2019

Hi
I'm having a look at the storyboards – there are three, 9 Mb all together. Is that too large to send as one single translation request? If so, we'll delete the images to reduce the size.

The storyboards are very "clean", it will suffice to explain in the instructions which sections need to be translated.

I remember hearing some discussion about the course title. Not sure what the outcome was, but "preventing racial profiling" still puts a negative spin on the concept (almost admitting that it's happening). In the storyboard, I saw a reference to the CBSA's *Directive on Non-Discriminatory Treatment.* Would that be an option for title: something like : "non-discriminatory treatment at the frontline" and at the same time maintain consistent terminology with policy, and a more positive terminology.
Just a thought…

So let me know if you want me to reduce the size of the docs, or combine them into one doc or something. If not, then I'll just give you the instructions and then they're ready to go.

Dorina Smets
Tel: 343-291-6371

From: Sasaki, Karen <Karen.Sasaki@cbsa-asfc.gc.ca>
Sent: February 20, 2019 2:19 PM
To: Smets, Dorina <Dorina.Smets@cbsa-asfc.gc.ca>
Subject: FW: Update Racial Profiling Update - 20 février 2019

Hi Dorina,

Would you mind preparing/highlighting the storyboards (mod 1, 2 and 3) for Lyne's course for translation? The way you did it for court prep was perfect. The link to the storyboards is below.

The goal was to have the translation completed by Mar 15, so if possible, can you have this ready for me to send next Thursday (Feb 28)?

Thanks,
Karen

From: Gauthier, Lyne <Lyne.Gauthier@cbsa-asfc.gc.ca>
Sent: February-20-19 2:05 PM
To: Sasaki, Karen <Karen.Sasaki@cbsa-asfc.gc.ca>
Subject: Update Racial Profiling Update - 20 février 2019

Bonjour,

Les storyboards finales sont maintenant avec Karen de Learning Technologies pour le développement.

Karen de LT sera en vacances du 11 au 15 mars, mais elle travaillera pour compléter le développement avant son départ.

Pour la traduction, je n'ai malheureusement pas eu le temps d'envoyer les storyboards finales au bureau de la traduction.

Serait-il possible que quelqu'un s'occupe d'envoyer les storyboards au bureau de la traduction durant mon séjour à Rigaud?

Merci,

Lyne

De : Gauthier, Lyne
Envoyé : 17 janvier 2019 10:58
À : Bacon, Jason <Jason.Bacon@cbsa-asfc.gc.ca>; Sasaki, Karen <Karen.Sasaki@cbsa-asfc.gc.ca>
Objet : Racial Profiling Update - 17 janvier 2019

Bonjour,

Nous avons reçu les storyboards pour le Module 2 aujourd'hui. Le document sera maintenant révisé par les OPIs, moi et LT.

m'a avisée que certains OPIs sont absents – Martine Senior sera seulement de retour au bureau le 28 janv et Nhung Nguyen le 24 janv, ce qui retardera un peu le processus de révision.

Comme le dernier des 3 modules est attendu la semaine prochaine, elles auront à effectuer la révision des 2 modules d'un coup.

Une fois la révision des 3 modules complétée, des changements et une dernière révision seront faits avant d'envoyer le tout à LT pour développement.

En raison des absences mentionnées plus haut, nous pourrions être en retard de quelques jours, une semaine au pire sur notre horaire.

La version finale et approuvée des storyboards serait donc possiblement reçue la semaine du 4 février. LT pourrait alors débuter le développement et nous envoyer les documents au bureau de la traduction.

Completion date	**Activity**
Nov 16, 2018	Needs assessment
Nov 23, 2018	Outline of key topics
Nov 30, 2018	Draft Learning Design Plan (LDP)
Dec 7, 2018	Final LDP
January 18, 2019	Draft storyboards
Feb 1, 2019	Final storyboards
March 15, 2019	Translation and online development of French and English

Lyne

Taylor, Duane

From: Durocher, Steven
Sent: June 4, 2018 01:17 PM
To: Boileau-Bradette, Julie; McCambley, Vickie
Cc: Sasaki, Karen
Subject: FW: URGENT / ADDL INFO REQUESTED / RE: CBSA/ASFC-18-00030 -- PRE-QC
Attachments: CBSAResponseToMinister-LRCD - REVISED - QC'd by CBU Version 1.docx; SXS092's copy of Annex Version 1.docx

Importance: High

Vickie – this is an urgent tasking for EOD. Can you pull the descriptions of the courses bulleted below?

Julie – Can you please pull the required references. Karen is on board to assist and others can as well if required.

Steve

From: Parfitt, Kirsten
Sent: June 4, 2018 1:09 PM
To: Durocher, Steven <Steven.Durocher@cbsa-asfc.gc.ca>
Cc: Taylor, Duane <Duane.Taylor@cbsa-asfc.gc.ca>; Comeau, Jacqueline <Jacqueline.Comeau@cbsa-asfc.gc.ca>
Subject: FW: URGENT / ADDL INFO REQUESTED / RE: CBSA/ASFC-18-00030 -- PRE-QC
Importance: High

Hi Steve,

Can you take point on collecting a brief description for each of the courses listed below with specific reference to sections/teaching points, etc that speaks specifically to the question of inclusion and respectful behaviours.

The objective is to demonstrate that our officers receive training on inclusion and respectful behaviour for the diversity of travellers.

- While respectful behaviour is a key element of our code of conduct that is reinforced in many aspects of training, the specific topic of respect behaviour in support of inclusion and diversity is addressed in:
- Immigration Overview (online mode)

- Introduction to Immigration (in-class lesson)
- Coming to Canada by Right and by Law at Primary (in-class lesson)
- Examination of Goods (in-class lesson)
- Coming to Canada by Right and by Law at Secondary (in-class lesson)
- within six months of employment at the CBSA all employees must complete Values, Ethics and Disclosure of Wrongdoing; and Diversity and Race Relations.

I need this for EoD please, my apologizes on the short turn around.

Thanks,

Kirsten

From: Sharkey, Katie
Sent: June 4, 2018 12:23 PM
To: Parfitt, Kirsten <Kirsten.Parfitt@cbsa-asfc.gc.ca>
Subject: FW: URGENT / ADDL INFO REQUESTED / RE: CBSA/ASFC-18-00030 -- PRE-QC

This is the information that we had pulled together for a Minister's response that Keren was just referencing.

From: Hawkins, Keren
Sent: June 1, 2018 2:48 PM
To: Mckay, Réa <Rea.Mckay@cbsa-asfc.gc.ca>
Cc: Fournier, Linne <Linne.Fournier@cbsa-asfc.gc.ca>; Sharkey, Katie <Katie.Sharkey@cbsa-asfc.gc.ca>; Parfitt, Kirsten <Kirsten.Parfitt@cbsa-asfc.gc.ca>; Durocher, Steven <Steven.Durocher@cbsa-asfc.gc.ca>
Subject: FW: URGENT / ADDL INFO REQUESTED / RE: CBSA/ASFC-18-00030 -- PRE-QC

Réa as discussed the following is a summary of an email exchange with VPO on current training tools related to inclusion and diversity. A similar issue came up recently.

As Linne moves forward in her work to analyze the workforce issue she has looped in our training design folks. They will have HRP as the OPI (you as DG will need to sign off) to support with the appropriate learning solution.

In the meantime, TLS can start on some of the obvious research to see what examples of learning products are already out there that might serve as an interim measure and/or the basis for the solution developed. They'll work closely with Linne.

Thank you

Recent query on learning related to racial profiling:

1. RFI: "*Committee on the Elimination of Racial Discrimination (CERD) Recommendation Tracking Chart*" tasking while you were DG of HRP but I don't have the final copy…

Training and awareness (HRP led)

2. Ministerial correspondence February 2018 (attached)
re: a healthy and respectful workplace at CBSA, etc. The completion rates of the mandatory training courses.

- The CBSA has made ongoing strides in ensuring that employees at all levels understand their rights and obligations in achieving a workplace free from discrimination and harassment as well as their obligations when interacting with the public. This is supported through the reinforcement of the CBSA Code of Conduct in terms of appropriate workplace behaviours and corresponding roles and responsibilities as well as through established Agency-wide mandatory training requirements.
- Within their first month of employment, all new CBSA employees are required to complete the Occupational Health and Safety in the Workplace and Violence Prevention in the Workplace training courses. Within six months of employment, they must complete the following courses: Mental Health Awareness; Values, Ethics and Disclosure of Wrongdoing; Creating a Respectful Workplace; and Diversity and Race Relations.
- Based on the needs of particular CBSA workplaces, management has endeavoured to incorporate various harassment awareness- and prevention-related learning opportunities for employees to participate in refresher courses. In addition, targeted learning and information sessions on respectful workplace best practices have been delivered. In order to promote ongoing learning opportunities, many CBSA managers have also taken advantage of Homewood Health, the CBSA's Employee Assistance Program (EAP) external service provider, for specialized training sessions such as Improving Workplace Communication, Stress Busters, Change Management, and Effective Communication.
- Professionalism in the workplace has been promoted across the CBSA, with an emphasis on the Agency's zero tolerance for harassment, bullying, and sexual violence. This initiative has provided management with the opportunity to remind employees of the various workplace training tools available. Employees have also been invited to participate in the Civility Advisory Group. Team meetings and informal dialogues with employees have addressed behavioural expectations in terms of respectful, professional, and civil interactions. Mitigating the Exposure to Offensive Materials training, which relates to offensive materials, graphic images, and traumatic events, has been provided to priority groups and will be available for front-line employees in the near future.

-----Original Message-----
From: Christiansen, Kyra
Sent: February 9, 2018 1:12 PM
To: Mayer, Karen <Karen.Mayer@cbsa-asfc.gc.ca>; Mahon, Trevor <Trevor.Mahon@cbsa-asfc.gc.ca>; Barbour, Nancy <Nancy.Barbour@cbsa-asfc.gc.ca>; Clitandre, Gaëlle <Gaelle.Clitandre@cbsa-asfc.gc.ca>; Eguren, Nina <Nina.Eguren@cbsa-asfc.gc.ca>; Power, Anne <Anne.Power@cbsa-asfc.gc.ca>
Cc: Shivji-Prasad, Shahina <Shahina.Shivji-Prasad@cbsa-asfc.gc.ca>; Richard, Danielle <Danielle.Richard@cbsa-asfc.gc.ca>; Lacroix, Roxane - CBSA <Roxane.Lacroix@cbsa-asfc.gc.ca>
Subject: CBSA/ASFC-18-00030 -- PRE-QC

Good afternoon,

As per Nina and Shahina's discussion, the letter attached in ccm is being submitted for "Pre-QC".

Thank you,

Kyra

You have been assigned work on Docket / On vous a assigné une tâche associée avec le dossier :

CBSA/ASFC-18-00030.

Lead / Responsable :

HR

Task Information / Information au sujet de la tâche :

Tasked To / Acheminé à : CBIU-BN
Tasked via / Acheminé par l'intermédiaire de :

Task / Tâche : QC
Deadline / Date limite : 2018-02-13

Notes: "Pre-QC" as discussed between Shahina and Nina

Docket Closed Date / Date de fermeture du dossier :

From: James, Alison
To: "sdelaney@graybridgemalkam.com"
Cc: Gauthier, Lyne
Subject: FW: Draft learning design plan
Date: November 28, 2018 11:44:20 AM
Attachments: Storyboard _FR_.docx
Storyboard _EN.docx

Hi
I met with Lyne this morning and we discussed some of the technical questions you had for us. Below are my responses. If you'd like to discuss further we can set up a call. ☺
All the courses we build are WCAG2.0 compliant (HTML5) using a customized Adapt Learning framework. This one will be the same. If you have questions about what interactions are available, you might find the site helpful. https://www.adaptlearning.org/index.php/adapt-showcase/

- Do you want the SCORM package to reside on your LMS? Yes, there is nothing technical required from your group
- Is there a requirement for responsive design? (compatible with mobile devices including smartphones and tablets; accessed via intranet/web) Yes, our courses are responsive and fully WCAG 2.0 compliant. So this should be kept in mind when requesting interactions/activities in the storyboards (no drag and drop activities, for example)
- Can you confirm that we will be adding narration? If you do request narration, please note that it won't play automatically. There will be a play button that will have to be clicked. Sometimes this can affect the flow of the page, especially if the narration is very short.
- Do you want to let users navigate freely / restrict progression (lock out next screens/modules until previous has been done)? Navigation will be restricted for tracking purposes (but you don't have to specify that in your storyboards)
- We understand that it will not be a pass-fail course, but if SCORM, do you want to require a minimum # of screens viewed? We will set this up on our end, but yes.

I'm attaching the newest version of our Storyboard. When you request interactions you'll see there's a drop down list of suggestions. If you need something outside of the options provided there, just send me an email to discuss or request it in the document and we will do the best we can.
Thanks!
Alison James
Team Lead, Learning Technologies, Human Resources Branch
Canada Border Services Agency / Government of Canada
alison.james@cbsa-asfc.gc.ca / Tel: 343-291-6352 / cell:
Chef d'équipe, Technologies d'apprentissage, Direction des ressources humaines
Agence des Services Frontaliers du Canada / Gouvernement du Canada
alison.james@cbsa-asfc.gc.ca / Tél : 343-291-6352 / cell:

From: Gauthier, Lyne
Sent: November 28, 2018 9:08 AM
To: James, Alison
Subject: FW: Draft learning design plan
As discussed. See my response to Sara as well as my comments to her questions (in red) in her previous email.

From: Gauthier, Lyne

Sent: November 27, 2018 9:54 AM
To:
Subject: RE: Draft learning design plan
Hi
Please find my answers to your comments/questions in red. I found the LDP very detailed and complete with a good variety of application methods (strategies). Could I ask you to add your name and any Graybridge Malkam designers involved with this training as well as Karen Sasaki, Project Manager from TLSD 343-291-7840 to the contacts section in the LDP?
FYI, the division is working on New Design Best Practices. Here is a brief summary of what was decided so far:

1. When creating storyboards for online courses, any instructions to GTs (text that is not supposed to appear on screen) are to be highlighted in yellow.
2. Try to use the second person voice in training products: "In this course you will be able to…" "While conducting roving, you should be aware of…" It's more engaging and less wordy. Try to avoid using the third person (e.g. "When doing a GCMS search the BSO should…".
3. Implementation of peer review for quality assurance. Design managers will assign a reviewer to each project to perform quality assurance (spelling, grammar, formatting) to help limit the amount of update/maintenance of products. For online products, review should be completed before it goes to LT.
4. Stop embedding links to legislation, polices, SOPs etc. in the content of online courses. Instead, use the Before You Begin section to provide a list of "what you need for this course" that includes webpages and documents the learner needs to open to complete the course.
5. Do not include org charts or visual representations of org structures in training products.
6. As much as possible, do not include content in training products that learners can find and read on Atlas. No need for duplication.

I'll meet with Alison James from the Learning Technologies unit today and brief her on the project and the strategies you are planning to use for this online course. I'll also transfer your questions to her and tell her you'll contact her in a near future.
Thanks,
Lyne G
Tel: 343-291-6377

From:
Sent: November 26, 2018 3:45 PM
To: Gauthier, Lyne <Lyne.Gauthier@cbsa-asfc.gc.ca>
Subject: Draft learning design plan
Hi Lyne:
Please find attached the draft learning design plan for your review.
A few notes/questions for you as you go through it:

- There are a broad range of interactions or learning strategies that we can incorporate once you've approved the content outline, and confirmed what would best align with your other courses.
- What kind of items would we include under "Content Reference" for this course? This is where we indicate the legislation pieces related to the topic, the ops manuals, policies and procedures
- Do you want the SCORM package to reside on your LMS? Please contact Alison James at

Alison.james@cbsa-asfc.gc.ca or 343-291-6352 should you have any technical questions on storyboards or the online development of the training

- Is there a requirement for responsive design? (compatible with mobile devices including smartphones and tablets; accessed via intranet/web) See with Learning Technologies
- Can you confirm that we will be adding narration? Yes, we can if required.
- Do you want to let users navigate freely / restrict progression (lock out next screens/modules until previous has been done)? See with Learning Technologies for standards
- We understand that it will not be a pass-fail course, but if SCORM, do you want to require a minimum # of screens viewed? See with Learning Technologies

Thanks in advance and looking forward to receiving your feedback.

www.graybridgemalkam.com
@gmdiversity

Taylor, Duane

From: Bacon, Jason
Sent: May 30, 2019 02:41 PM
To: Sasaki, Karen; Gauthier, Lyne
Subject: Fwd: Accepted: RP at the Frontline

Here's some additional info from GM.

Sent from my Bell Samsung device over Canada's largest network.

-------- Original message --------
From:
Date: 2019-05-30 1:16 PM (GMT-05:00)
To: "Bacon, Jason"
Subject: RE: Accepted: RP at the Frontline

Hi Jason:
Re other law enforcement organizations with similar initiatives - there may be some learnings from the Ottawa Police Service's *Traffic Stop Race Data Collection Project.*
Laurie Fenton is the Project Manager - http://www.ottawa.ca/calendar/ottawa/citycouncil/opsb/2014/01-27/item2a.pdf - see contact details on p 6.
Sara

From:
Sent: May-30-19 11:59 AM
To: 'Bacon, Jason'
Subject: RE: Accepted: RP at the Frontline
Hi Jason:
As discussed, here is the Learning Design Plan again with the best practices that informed the course outlined at the back, plus the evidence/research drawn from.
Also, Lynn had forwarded us some screenshots from a course developed by the Toronto Police called "Racially Based Policing" which also informed the design - if you take a look you'll see that there is a precedent for similar content. This course is also distributed more widely through:
https://www.cpkn.ca/en/course/racially-biased-policing
If you have a contact at Toronto Police (or any other organization that used the course), they may be able to provide you with some insights.

In the meantime, we are going to look into other clients who may have had a similar experience to share.
Finally, perhaps your communications around the course could address some of the comments by highlighting its evidence-based nature and its intent/benefits.
Thanks
Sara

From: Bacon, Jason <Jason.Bacon@cbsa-asfc.gc.ca>
Sent: May-30-19 11:08 AM
To:
Subject: Re: Accepted: RP at the Frontline
Hi :
Are you able to call us at 343 291 6373
Sent from my Bell Samsung device over Canada's largest network.
-------- Original message --------
From:
Date: 2019-05-29 10:45 AM (GMT-05:00)
To: "Bacon, Jason" <Jason.Bacon@cbsa-asfc.gc.ca>
Subject: Accepted: RP at the Frontline

Taylor, Duane

From: Durocher, Steven
Sent: May 29, 2019 09:38 AM
To: Hawkins, Keren
Cc: Melchers, Chantal; Taylor, Jeffrey; McCambley, Vickie
Subject: Fwd: Complaints about Racial Profiling Online Training

Hi Keren

Steve

Sent from my Bell Samsung device over Canada's largest network.

-------- Original message --------
From: "McCambley, Vickie" <Vickie.McCambley@cbsa-asfc.gc.ca>
Date: 2019-05-29 9:35 AM (GMT-05:00)
To: "Durocher, Steven" <Steven.Durocher@cbsa-asfc.gc.ca>
Cc: "Taylor, Duane" <Duane.Taylor@cbsa-asfc.gc.ca>
Subject: RE: Complaints about Racial Profiling Online Training

Here are the results:

From: Durocher, Steven <Steven.Durocher@cbsa-asfc.gc.ca>
Sent: May 29, 2019 9:12 AM
To: McCambley, Vickie <Vickie.McCambley@cbsa-asfc.gc.ca>

Cc: Taylor, Duane <Duane.Taylor@cbsa-asfc.gc.ca>
Subject: Fwd: Complaints about Racial Profiling Online Training

Request from Keren to see if the people in cc have taken the training.

Please advise.

Thanks Vickie.

Steve

Sent from my Bell Samsung device over Canada's largest network.

-------- Original message --------
From: "Hawkins, Keren" <Keren.Hawkins@cbsa-asfc.gc.ca>
Date: 2019-05-29 9:10 AM (GMT-05:00)
To: "Durocher, Steven" <Steven.Durocher@cbsa-asfc.gc.ca>
Subject: Fwd: Complaints about Racial Profiling Online Training

Can you see if the team cc'd has taken the training

Keren Hawkins
613-948-3328

Director General / Directrice générale
Training and Development Directorate / Direction de la formation et du perfectionnement
Canada Border Services Agency / Agence des services frontaliers du Canada

Begin forwarded message:

From: "Durocher, Christine" <Christine.Durocher@cbsa-asfc.gc.ca>
Date: May 28, 2019 at 6:46:36 PM EDT
To: "Thibodeau, MarcR (HRB-HQ)" <Marc.Thibodeau2@cbsa-asfc.gc.ca>, "Hawkins, Keren" <Keren.Hawkins@cbsa-asfc.gc.ca>

Taylor, Duane

From: Charron, Josee
Sent: May 8, 2019 12:07 PM
To: Condurache, Tania; Laberge, Sylviane; Nadon, Pascal; Hunt, Timothy; Padpad, Kristine; Penney, Sandra; Sherby, Dawn; Doiron, Quinton; Lang, Crystal; Mitri, Helen; Doiron, Madeline; Mahar, Dakota; Plante, Marco (MCE); Simpson, Cynthia; Bériault, Hélène; King, Christina; Longpré, Martine; Heir, Jas; Lobach, Diana; Lora Vilchis, Yolanda; MacPherson, Kerry; Ormandy, Amanda; Stepien, Magdalena; Turner, Larry; Archer, Melissa; Eldridge, Lauren; Nanji, Anita; Santaniello, Sabrina; Scott, Christiena; Sharp, Sarah; Tennier, Shari; Wilson, Sheila; Hudec, Christopher
Cc: McCambley, Vickie; Boudreau, Suzanne; Laporte, Valérie
Subject: H1015-P Preventing Racial Profiling at the Frontline - external link sent by mistake.

Importance: High

Good day,

In case you receive questions from employees. FYI only and not to distribute.

Some employees have received an email from their region/branch (see below) including an external link from My Learning to access the mandatory training *H1015-P Preventing Racial Profiling at the Frontline.* Please note that that link was only for review purposes (OPI and Design) and should have not been distributed to employees.

The course must be completed via ESS – My Learning (the only formal approved version) only and not from an external link. TDD has deactivated the external link.

Thank you.
Josée

Email example:

Good morning,

Regional Programs has been tasked with distributing the following message regarding mandatory training for frontline staff. Please disseminate to those that may have been miss

The Agency is committed to nurturing a culture that is founded on values and ethics of the Public Service of Canada and the CBSA, and in which all employees conduct themselv professionalism in your day to day activities.

Our CBSA values of Respect, Integrity and Professionalism guide our interactions with members of the public. We demonstrate these values in a number of ways, including, by ne statements or gestures to or about another person.

The CBSA value of Respect encompasses all that we do to value the inherent dignity of all people. Frontline officers show respect by never engaging in discriminatory or harassin employees from discriminatory practices based on one or more grounds of discrimination. Discriminatory practices include denying someone a service or accommodation or provid differently. As professionals, we are all aware of our CHRA obligations in the conduct of our duties and in our interactions with the public.

As you may be aware, the *Canadian Human Rights Tribunal* issued a decision which stipulated that training, separate from the existing on-line Diversity and Race Relations modu

That said, the course, Preventing Racial Profiling at the Frontline (H1015-P) is now available on My Learning.

All frontline officers, superintendents and chiefs of operations **are required to complete the mandatory course on *Preventing Racial Profiling at the Frontline*, and are ask**

We ask that all Regional management highlight the importance of completing this training in a timely fashion, and, as we approach peak travel periods, remind all frontline officers

Should you have any questions regarding the training please contact Steven Durocher at (343) 291-6373.

Thank you in advance for your cooperation

Josée Charron

Team Leader *My Learning*, Human Resources Branch
Canada Border Services Agency / Government of Canada
Josée.Charron@cbsa-asfc.gc.ca / NEW Tel: 343-291-6360

Chef d'équipe *Mon apprentissage*, Direction des ressources humaines
Agence des Services Frontaliers du Canada / Gouvernement du Canada
Josée.Charron@cbsa-asfc.gc.ca / NOUVEAU Tel: 343-291-6360

Taylor, Duane

From: James, Alison
Sent: March 29, 2019 01:59 PM
To: McCambley, Vickie
Cc: Griffiths, Karen; Gaudet, Misha; Garneau, Marc-André; Toth, Nadim
Subject: H1015-P Prévention du profilage racial à la première ligne

Hello Vickie,

Here are the links for Racial Profiling. The course has been uploaded to CAS so Josée can launch it next week.

I know I don't have to tell you the lengths Karen went to meet this deadline. She definitely went above and beyond in juggling all the incoming change requests along with several technical glitches. I'm so proud of how calm and collected she remained throughout, while dealing with the various client. She really went above and beyond.

Also thanks to the rest of the team who ALL had their turn to help her with various issues along the way. Amazing team effort.

Alison James

Team Lead, Learning Technologies, Human Resources Branch
Canada Border Services Agency / Govemment of Canada
alison.james@cbsa-asfc.gc.ca / Tel: 343-291-6352 / cell:

Chef d'équipe, Technologies d'apprentissage, Direction des ressources humaines
Agence des Services Frontaliers du Canada / Gouvernement du Canada
alison.james@cbsa-asfc.gc.ca / Tél : 343-291-6352 / cell: